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# GENERAL PLAN SIERRA MADRE, CALIFORNIA



OWEN MENARD & ASSOCIATES
Urban Planning and Development Consultants



# owen menard & associates



Urban Planning & Development Consultants

March 6, 1973

City Council
Planning Commission
Citizens of Sierra Madre
55 West Sierra Madre Boulevard
Sierra Madre, California 91024

Dear Citizens:

We are pleased to submit the Sierra Madre General Plan in accordance with our contract.

Sierra Madre has been able to retain a fine living environment partly due to its somewhat isolated location and partly due to the community's basic concern for the quality of life. Implementation programs must now be undertaken which not only enhance this environment, but which additionally improve the City's economic position.

The tools for progressive planning, legislation and programs are available to you. Your plan is unique in that problems were not only defined but, in critical areas, programs for solution through Special Concern Plans were also devised. Failure to institute these programs would betray the expressed desires of many devoted persons who worked long and hard as members of the Citizens' Committee.

We wish to express our appreciation to the many fine people of Sierra Madre and the City Staff whose aid was invaluable.

Best regards,

Moentlevanl

Owen Menard President

OM/ja

#### CITY OF SIERRA MADRE

# CITY COUNCIL

Ralph Rule, Mayor James Abernethy Joseph Delgatto Thomas Edwards Gordon Rudolph

#### PLANNING COMMISSION

Harlan Pedersen, Chairman Douglas Berkshire Andrew Buchan Charles Corp Donald Kay Bruno Niccoli Peter Tarup

# Former Members

Everett Regel Richard Wizenick

# CITY ADMINISTRATOR

Edwin Medley

### Former City Administrator

Norman Boehm

#### CONSULTANTS

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### LEGISLATIVE PROCESS

The General Plan and its components were discussed publicly on the following dates:

Public Hearings	Planning Commission	City Council
Downtown Plan	April 6 - May 18, 1972	July 11, 1972
Sierra Madre Canyon Plan	April 13 - April 20, 1972	June 13, 1972
Sierra Madre Boulevard Plan	April 6 - April 20, 1972	July 11, 1972
General Plan	July 20, 1972	September 26, 1972

The General Plan (encompassing the Downtown Plan, Sierra Madre Canyon Plan and Sierra Madre Boulevard Plan) was adopted by the City Council on October 20, 1972.

The preparation of this report was financed in part through an Urban Planning Grant from the Department of Housing and Urban Development, under the provisions of Section 701 of the Housing Act of 1954, as amended.

# INTRODUCTION

The Sierra Madre planning area lies approximately seventeen miles from downtown Los Angeles and forms one of the most northern parts of the very large, sprawling Los Angeles metropolitan region. Such a location affords many opportunities, one of the most important of which, when considering the environment of this region, is the opportunity within an hour's drive to escape to nearby beaches, snow-capped mountains, or various deserts.

Although part of the metropolitan area, Sierra Madre has been able to retain the image of the "Little Village" lying in the foothills of the San Gabriel Mountains. Somewhat off the beaten path and therefore relatively secluded, the community has not yet really felt many of the impacts of urban sprawl. In days gone by this area was referred to as the City of Sunshine and Sage Brush since on clear days one could see the Puente Hills far to the south and the Pacific Ocean and the sails of large sailing ships to the west.

The city was settled in 1883 by a group of seventeen intelligent and well educated families transplanted from New England, the Middle West, Canada, and Northern California. These people, who were doctors, lawyers, musicians, professors, and businessmen, started a tradition of a community made up of highly trained professionals which still exists today. The

vineyards and citrus groves, which not only supported this entire area economically but created much of its beauty, have long since given way to urbanization. Sierra Madre, which comprises the bulk of the planning area, is today a city of approximately 12,000 persons.

An era has quite obviously passed, but the qualities it possessed are not forgotten as strongly portrayed by the desires for peace and quiet recently illustrated by the community's citizens. The tranquility of Sierra Madre may, however, necessarily be somewhat disrupted by two influences upon which the people have little control—the construction of the Foothill Freeway just to the south of the City limits and the critical financial needs of the City to support itself. However, if placed in proper perspective, these two diverse elements could well be so joined as to solve to a certain degree the money problem while destroying little of the present environment.

Sierra Madre has truly been an oasis in a large urbanized area where those who preferred the quiet village life and enjoyed the beauty of the impressive wall of mountains as an ever-changing backdrop found a place in which to live. It is indeed a challenging assignment to attempt to retain these qualities while yet solving the technical and financial problems of the modern city.

· A city like any other complex organization requires

constant guidance to ensure that its purpose for being is fulfilled. For a city, this guidance can be provided through the General Plan.

#### THE PLAN

The General Plan is a comprehensive set of goals, standards, and policies for the development of the community. It represents the decisions which have been made to determine the physical extent the City should attain and the size and character of population it will accomodate within a given planning period (twenty years). It enunciates policies which the City intends to apply in achieving relationships between land for residential, commercial, and industrial use. It states decisions on the location and amounts of land that should be reserved for schools, recreation facilities, and open space. It identifies the detailed decisions which will have to be made regarding the types, sizes, and locations of public facilities that will be required in the future. Lastly, it represents decisions on the system of streets and arterials comprising the network that serves the community and links this and other areas.

The General Plan is more than just a mere reference or guide for the Planning Commission and City Council. When adopted through public hearings as an official plan, it becomes a public

policy statement for the protection of the public welfare and investments in the urban community. It also serves as the basis for revising the ordinances and regulations which govern development in the City and for indicating new devices by which the General Plan's goals can be implemented.

Because plans are made by man and no man can see with true prophetic vision all the events and changes that lie ahead, any comprehensive plan must of necessity have a tentative and dynamic character. It must be subject to continuing revision in the light of additional data and the unfolding of community events. For these reasons, it is accurate to define a General Plan as a first step in a continuing process, rather than as a conclusive, frozen statement of public policy.

It should be recognized, too, that no completely effective means of illustrating the full intent and direction of a General Plan has yet been devised that clearly communicates its content to the general public. It is not possible, for instance, to reflect the quality and character desired in a particular land use category in a specific location except in very broad and general terms. It is also undesirable to attempt to illustrate every small exception to a land use category proposed in a sub-area of the City. Therefore, the General Plan map indicates the predominant use of



BACKGROUND

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land recommended in each area of the City and does not preclude relatively small deviations from the overall pattern. It does not reflect every church, institutional, commercial, or residential use that may exist or may occur in the future within areas of a different category or use. Nor should it be interpreted as recommending or requiring their removal.

It is also important to recognize that the General Plan is not intended to be interpreted as a Precise Map to which the City must inevitably adhere in its decisions of future development issues. Its provisions do not have the force of law. The General Plan does not automatically change the classification or the permitted use of land. This function will continue to be served by the Zoning Ordinance and Zoning District Map which are tools for the implementation of the General Plan. Instead, the General Plan serves as a pattern and guide for the future orderly development and redevelopment of the City. It serves as the basis upon which the Zoning Ordinance and other land use regulations can gradually be revised and adjusted to reflect a unified and coherent development policy.

The General Plan will be a frame of reference against which proposals brought forward may be evaluated; it provides a guide for orderly public regulations of land use; it provides a basis for long range programs governing public capital

expenditures. It should be reviewed each year and revised as needed in order to indicate changing conditions which were not adequately recognized or in existence at the time of initial preparation. Failure to do so will soon render it ineffective and useless as a policy tool of the City Council, Advisory Commissions and City Staff.

#### THE PROCESS

The General Plan process is long and involved, but absolutely necessary if the community is to reach its potential in an orderly and constructive manner. This process began two years ago with the collection of data and research materials, the filing for a Federal Assistance Grant, and the appointment of a Citizens' Advisory Committee. A complete land use inventory was accomplished, a private consultant hired to perform an Economic Study and a planning consultant retained to coordinate and perform most of the necessary work tasks to bring a General Plan to fruition.

Perhaps the most important phase of the process has been the formulation of goals and objectives by the Citizens' Advisory Committee. This committee was created by the City Council to:

o Identify the planning and development problems of the Sierra Madre planning area.

- o Formulate goals for Sierra Madre's future development and redevelopment.
- o Review and critique the preliminary proposals of the economic and planning consultants.
- o Develop planning policies and action programming for the Sierra Madre planning area.
- o Offer assistance and guidance on special technical problems.

Citizen participation is an indispensable force in the planning process and is particularly necessary in the formulation of the General Plan, which is the City's fundamental statement of long range and short range growth and development policies. Accordingly, this planning program leading to the preparation of a General Plan for Sierra Madre has relied heavily upon such participation in the gradual but determined formulation of goals and objectives which have formed the basis of the General Plan itself. The Citizens' Advisory Committee has been the voice of the citizens in determining what the destiny of their community is going to be. Each citizen has a vested interest since it is he who will ultimately benefit or suffer from success or failure of the General Plan in meeting the challenges of the community. It is his community which the goals and policies of this plan are geared to enhance and protect during the next two decades.

The formulation and adoption of the General Plan will not be the end of the planning process, but rather only the beginning. Plans are not self-fulfilling prophecies of the future. Continued study, effort, support, and the commitment of public and private funds will be required if implementation of the provisions and policies contained in the General Plan is to become reality.

#### THE PEOPLE

From its incorporation in 1883 to date, Sierra Madre has had a slow but steady population growth. At its inception it had a mere population of seventeen and has grown from 9,732 in 1960 to 11,977 in 1970, an average annual percentage growth rate of 2.1 percent.

Resident population in Sierra Madre is projected to grow from 11,977 persons to 14,000 persons by 1980. This represents a total growth of 2,023 residents, or an average annual percentage growth rate of 1.6 percent. The possible annexation of portions of the currently unincorporated areas adjacent to the City is an influential factor in such growth, but has not been considered in these projections due to its relatively unbuildable nature.

The following table presents the estimated age distribution of Sierra Madre residents during the period 1970 to 1980. Projected growth in each age category generally follows national trends, with the exception of growth in the number of persons 25 to 44 years, which is relatively slower. These are the prime family-formation ages. Given a continuation of the propensity for families to own homes, permanent residence may be sought in communities which are currently less densely populated, thus providing a wider choice in the selection of a single family dwelling.

Careful analysis of data derived from ERA's resident survey of July, 1970, reveals much which is indicative of current family income levels in Sierra Madre. Survey response shows that 33 to 35 percent of all residents are currently employed on a full time basis. The socioeconomic survey also reveals a high percentage of skilled, well-educated persons residing in Sierra Madre. A summary of pertinent data is provided in the table on page seven.

#### THE ECONOMY

## The Employment Base and Potential

The vast majority of current employment opportunities within the community are confined to the categories of retail trade and service employment. Industrial employment is very limited. Most residents of Sierra Madre, however, are employed within the greater Los Angeles labor market which includes the greater Los Angeles-Long Beach area.

The greater Los Angeles labor market is subdivided into small employment areas termed

That is, ownership or employment relative to commercial establishments, repair services, finance, insurance, real estate, medical, dental, and other professional services.

ESTIMATED AGE DISTRIBUTION OF SIERRA MADRE RESIDENTS, 1970-1980

		N. 1	1970		1980
Age Group (Years)		Number	Percentage of Total	Number	Percentage of Total
Under 5		898	7.5%	1, 123	8.0%
5 through 9		1, 125	9.4	1, 123	8.0
10 through 14		1, 102	9.2	1, 039	7.4
15 through 19		1, 173	9.8	l, 448	10.3
20 through 24		719	6.0	885	6.3
25 through 29		503	4.2	772	5. 5
30 through 34		635	5.3	927	6.6
35 through 39		719	6.0	800	5.7
40 through 44		719	6.0	800	5.7
45 through 49		826	6.9	954	6.8
50 through 54		695	5.8	786	5.6
55 through 64		1, 257	10.5	1,488	10.6
65 Years and Older	TOTAL	$\frac{1,606}{11,977}$	$\frac{13.4}{100.0\%}$	$\frac{1,895}{14,040}$	$\frac{13.5}{100.0\%}$

Source: Economics Research Associates.

# SUMMARY OF SOCIOECONOMIC SURVEY

Occupation of Full-Ti	me Employees	Percentage of Responses
Transportation, Com	munication, Utilities	5.0%
Retail Trade	·	12.0
Finance, Insurance,	Real Estate	9.3
*	rofessional, repair, etc.)	30, 9
**	teaching & research, etc.)	18.3
,		75.5%
Highest Level of Educ	cation Completed by Head	
of He	ousehold	Percentage of Responses
High School Graduate		21.0%
Less than Four Years	s of College	27.6
College Graduate		27.3
Post-Graduate Work		17.5
		93.4%
	Estimated 1970 Median	Estimated 1980 Median
	Family Income	Family Income
Community	(After Taxes)	(After Taxes)
Arcadia	\$12,290	\$14,260
Pasadena 9,075		10,530
Sierra Madre	10,600	12, 300
Los Angeles City	9, 035	Aug 400 400 400
Los Angeles County	9, 221	

Includes households with more than one full-time employee residing therein.

community labor markets. With regard to the West San Gabriel Valley area, ERA concludes that:

- 1. The increase in the number of manufacturing firms and the accompanying employment has slowed appreciably during the past decade and may have declined, depending on interpretation of the available statistics. Thus, the market demand created for new employment has stabilized.
- 2. Light industrial demand originating through expansion or replacement may occur, but on a limited scale and only in selected industries. Those industries supplying potential demand would benefit most from the presence of a local labor pool or moderate-income families, the anticipated freeway development, and the respective markets for their products.

Based upon a projected sizeable growth of office-related and retail employment in the Los Angeles city labor market and an increased urbanization of the Pasadena, Duarte, and Alhambra labor markets, ERA has developed employment projections for the composite labor market during the period 1970 to 1980. These data reflect the positive effects of new freeways, planned additions to the commercial inventory, and a solution of current environmental problems

found throughout the entire Los Angeles basin.

This projected growth is substantial in the aggregate, and Sierra Madre can certainly be expected to share the economic benefits which accrue to this composite labor market. ERA concludes that the supply of industrial land within the Sierra Madre City limits is sufficient to absorb its relatively small portion of the total labor market demand which is expressed by these employment projections.

# Efficiency and Potential

The extent of the trade area which comprises Sierra Madre's commercial core is determined by qualitative as well as quantitative factors. Local attitude and opinion regarding the convenience, accessibility and overall attractiveness of this area vis-a-vis other commercial centers bear directly upon the retail effectiveness of the commercial core. The results of ERA's socioeconomic profile of Sierra Madre residents provide much useful data with which to analyze the retail effectiveness of the City's commercial core. In answering the question, "What is your family's preferred shopping area?", 53.2 percent of the respondents selected the City of Pasadena as their first choice with only 28, 2 percent naming Sierra Madre as their preferred shopping area.

Survey questions designed to elicit responses concerning preferred shopping areas for specific retail items also provided some interesting insight into the commercial effectiveness of downtown Sierra Madre. The relative strength of Pasadena's retail facilities is further revealed by these data although the measure of success gained by Sierra Madre retailers in the categories of food, liquor, drugs, hardware, and building materials sales is amply illustrated. Weak penetration in specific retail activities is also indicated by the low percentage of responses in other categories.

The effective trade area of the downtown commercial core of Sierra Madre is strongly limited by existing and future competitors. That is, definition of a realistic trade area for Sierra Madre must take into account regional and community shopping centers near the City. Specifically, a comparison between the size, relative accessibility, and merchandising characteristics of existing centers with those of the commercial core must be undertaken.

Estimated sales per square foot in the Sierra Madre commercial core has been computed relative to the appropriate standard for the West San Gabriel area. Sales of \$52.00 per square foot of GLA in the Sierra Madre commercial core was estimated and when compared

to \$65.00 for the area-wide median reveals a 1969 deficit of \$13.00 per square foot.

AFTER CONSIDERATION OF MANY REAL AND POTENTIAL FACTORS AFFECTING SIERRA MADRE'S COMMERCIAL CORE, ERA CONCLUDES THAT A WELL DESIGNED, EFFECTIVELY ADMINISTERED PROGRAM OF COMMERCIAL REDEVELOPMENT WOULD HAVE A POSITIVE EFFECT UPON LOCAL RETAIL SALES VOLUMES, BOTH TOTAL AND PER SQUARE FOOT OF GLA, DURING THE NEXT TEN YEARS. Total redevelopment is neither warranted nor required, although selected redevelopment, or reconfiguration, is recommended. Notwithstanding planned additions to the trade area inventory of retail space, an increase in the total sales of ten to twenty percent can be realized by Sierra Madre merchants in the next decade.

# Other Commercial and Service Use Potentials

ERA has also examined area-wide developments in office construction, hotel and motor-hotel formation, and convalescent and nursing homes for the aged. ERA feels that the current levels of professional and commercial office space, both occupied and vacant, are sufficient to absorb projected demand during the next decade. Briefly, of the total leasable office space of

41,500 square feet, approximately 2,500 square feet are vacant.

Regarding hotel and motel-hotel development, it is the opinion of ERA that current and projected market area developments, in conjunction with the relatively high room rates which must be maintained given construction cost and unit size requirements, preclude such construction in Sierra Madre during the next decade.

Turning to an analysis of supportable demand for convalescent and nursing homes, ERA estimates that an attractively designed facility located in the quieter portion of Sierra Madre could capture fifteen percent of the total area demand, indicating potential for a forty-five to fifty bed facility.



# POLICY PLAN

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The Policy Plan is an essential part of the total planning process. Policy planning is in itself the activity of arriving at goals—or agreed upon courses of action—that will be the basis for more detailed exposition of the principles and standards necessary to guide the execution of the General Plan.

The Policy Plan presents broad, short and long range planning recommendations (goals) for the development of the City, derived from research findings, as well as citizen participation. In relation to general policies, specific principles can be determined and alternate courses of action considered. Finally, individual projects and programs can be formulated and tested for their conformity to principles and standards and their effectiveness in achieving desired goals.

The use of the Policy Plan will provide for consistency in decision making as well as efficiency in the total planning process.

Following are the policies adopted by the City Council, Planning Commission, and Citizens' Advisory Committee; they will be expanded upon and principles and standards to aid in their realization will be delineated in the following sections of the General Plan.

 Sierra Madre should remain a predominantly residential community with a very sensitive approach to the type, amount and placement of all multi-family developments. Over the next ten years, a growth to 15,000 persons would not compromise this goal.

- 2. Provision of a full service Civic Center and City Yard and expansion of the present library should be scheduled or undertaken.
- 3. All City-owned land not presently utilized or anticipated for future use should be sold and the funds channeled into more appropriate land or facility acquisition.
- 4. The City's water, sewer, and storm drain facilities should be improved to guarantee adequate, well-maintained future systems.
- 5. New, modern ordinances relating to zoning, signs, housing, and living conditions, and structure rehabilitation should be adopted and stringently enforced.
- 6. Additional parks should be provided including several neighborhood playground/parks, and existing facilities should be improved.
- 7. A system of circulation should be devised which enhances the quiet residential character of the City and provides better

pedestrian facilities. In all transportation matters, the traffic patterns and needs of the automobile shall be secondary to the living and environmental desires of the City's citizens, thereby positioning the auto as a servant of the people rather than the opposite.

- 8. Hillside development should occur only under rigorous controls to insure the preservation of the natural terrain, should be geologically safe, and should emphasize the clustering of housing rather than the more typical lineal development.
- 9. Limited areas for industrial growth of the research and development or light manufacturing types should be provided.
- 10. Improvement and stabilization of the financial status of Sierra Madre to the greatest extent possible must be accomplished through proper and realistic land use planning.
- 11. Urban aesthetics should be of major importance in all planning considerations if the charm of Sierra Madre, developed through the past decades, is to be retained or enhanced into the future.
- 12. The Canyon:

- a. Special ordinances recognizing the unique characteristics and problems of Sierra Madre Canyon should be drafted and adopted. These ordinances should be structured to retain the many fine qualities of the area while establishing both short and long range plans and procedures for private and public improvements.
- b. A commercial and community center focal point should be created in the Sierra Madre Canyon.
- c. The severe flood and fire hazards presently existing in the Sierra Madre Canyon must be arrested through increased debris retention, additional flood water controls, addition of entrances and exits to the canyon, and improvement of interconnecting street links facilitating both auto and pedestrian movement.

#### 13. Downtown:

a. The downtown of Sierra Madre should be developed or redeveloped to its fullest potential in order to reverse to the greatest extent possible the present outward flow of retail sales dollars.

- b. Present commercial zoning in downtown Sierra Madre should not be
  expanded until totally utilized. The
  area should retain its village atmosphere, be human in scale, be guided
  in improving its appearance through
  color, material, and texture selection,
  and should cater to community and
  specialty uses rather than regional
  needs.
- c. Depressed residential areas on the periphery of the downtown should be redeveloped in a manner that will enhance the economic climate of the business district.

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# THE GENERAL PLAN

The following are excerpts from California State Law relating to local planning:

Section 65300 -

Each planning agency shall prepare and the legislative body of each city shall adopt a comprehensive, long-term general plan for the physical development of the city, and of any land outside its boundaries which in the planning agency's judgment bears relation to its planning.

Section 65301 -

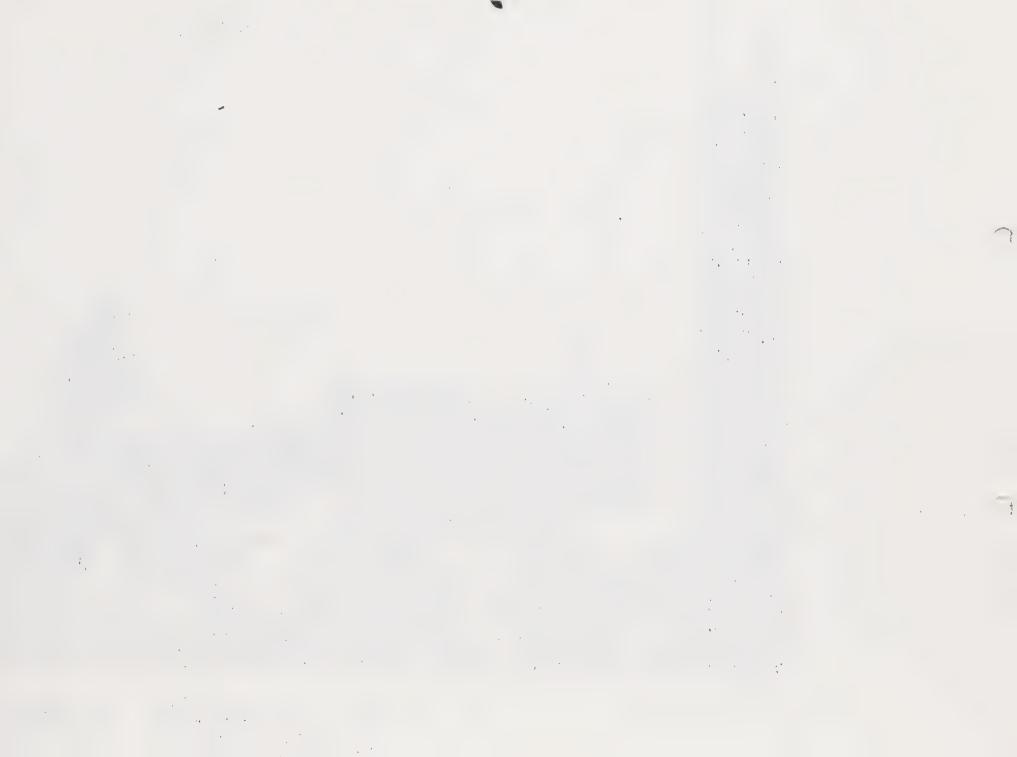
The general plan shall be so prepared that all or individual elements of it may be adopted by the legislative body, and so that it may be adopted by the legislative body for all or part of the territory of the city and such other territory outside its boundaries which in its judgment bears relation to its planning.

Section 65302 -

The general plan shall consist of a statement of development policies and shall include a diagram or diagrams and text setting forth objectives, principles, standards, and plan proposals.



# LAND USE



#### LAND USE

Land is one of Sierra Madre's most basic resources, and as in all cases, one which cannot be either reduced or increased in quantity. The demand, however, is constantly increasing. Therefore, the use or re-use of land must be carefully planned and managed.

The Land Use Element of the General Plandesignates the general locations, amount and extent of residential, commercial, industrial and public facilities land uses. These uses are arranged and coordinated to create a desirable living environment for people, the residents of Sierra Madre.

Land use allocation in the General Plan is based on the knowledge of past and present physical, social and economic conditions. Data concerned with how and to what extent the land in the Sierra Madre Planning Area is currently being used have been gathered and analyzed. Statistical information about the people of Sierra Madre has also been gathered to determine age, family size, income, etc. By analyzing past and present conditions identifying the various forces and trends, certain forecasts are possible. These forecasts then serve as guideposts in determining future distribution of land use.

The General Plan is concerned among other

things with the arrangement of major categories of land use as a means of preserving the integrity and amenity of residential neighborhoods, as well as the economic viability of the commercial activity center and the industrial area. The plan expresses land use policy in terms of broad land use categories, which indicate the predominant use of land to be achieved. It is to be recognized that these major categories are not intended as exclusive designations and that auxiliary uses, such as churches within residential categories, may be permitted.

Moreover, the land use designations are not to be confused with zoning categories, which portray more precise statements of City policy than the General Plan and also, unlike the General Plan, are established by duly enacted City ordinances. Undoubtedly, present zoning provisions will need to be amended once the General Plan is adopted, in order to accurately express City land use policy, but zone classifications (and permitted uses within present zones) are not changed solely by virtue of any action taken to adopt the General Plan.

Within the provisions of the General Plan, many different concepts for development have been included. These concepts when integrated properly and in keeping with the particular social, economic, and environmental situations of a community form the basic structure of the

proposals for future development contained in the General Plan. Upon this basic structure are built the many, more detailed proposals which complement these basic ideas. The following paragraphs explain the reasoning behind the basic concepts for development incorporated into Sierra Madre's General Plan.

# Residential

In order to offer all residents of the planning area greater choice with respect to housing types, location and cost, residential land use provisions are measured in terms of average densities. The old rigid pattern, stemming from uniform standardized zoning and subdivision ordinance requirements, tended to produce a monotonous physical environment composed of homogeneous dwelling units. This pattern is made more flexible and greater variety in housing types is possible through the use of density policies. The General Plan is expressed in terms of four residential densities.

When fully developed in these average densities, the residential land use pattern could accommodate approximately 15,000 persons without any further lateral extension of urban development than is indicated on the General Plan.

Medium density residential areas (fifteen to

twenty-five units per net acre) composed primarily of some form of multiple family dwellings are located generally contiguous to the downtown. In some of these areas are relatively large numbers of old and/or dilapidated structures which, from an economic standpoint, should be considered for removal and replacement with new and perhaps higher density structures in the next decade. These locations were chosen to assist in supporting the downtown commercial area by providing substantial concentrations of potential consumers in close proximity, as well as providing accessible shopping for a larger number of people. In this way both areas mutually reinforce one another. The medium density residential area indicated on the General Plan Map occupies approximately 113 acres, which at an average density of thirtyfive persons per acre, should provide housing for 3,955 residents.

The low density residential land use category is generally that area presently developed as typical single family residential. This is, and should remain, the predominant land use in Sierra Madre. The range of densities would be from about two to six dwelling units per net acre, which would require average lot sizes ranging from 7,500 square feet to about 20,000 square feet per dwelling unit. While these units would typically be single family in character, some clustered arrangements would also be desirable provided that the overall density level was not

Amended by Res. #73-87
December 26,1973

to twenty-five units per net acre) composed primarily of some form of multiple family dwellings are located generally contiguous to the downtown. In some of these areas are relatively large numbers of old and/or dilapidated structures which, from an ecomomic standpoint, should be considered for removal and replacement with new and perhaps higher density structures in the next decade. Future development and implementation must begin in the Central area and expand radially towards the residential usage. Specific prerequisites prior to land use reclassification are defined in the Downtown and Sierra Madre Blvd. Plans and the Multiple Family R-3 Ordinances. Development will be time phased to assure reasonable redevelopment completion within the downtown area prior to consideration of land uses on the perimeter of single family residential neighborhoods. These locations were chosen to assist in supporting the downtown commercial area by providing substantial concentrations of potential consumers in close proximity, as well as providing accessible shopping for a larger number of people. In this way both areas mutually reinforce one another. The medium density residential area indicated on the General Plan Map occupies approximately 113 acres, which at an average density of thirty-five persons per acre, should provide housing for 3,955 residents.

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# RESIDENTIAL

In order to offer all residents of the planning area greater choice with respect to housing types, location and cost, residential land use provisions are measured in terms of average densities. The old rigid pattern, stemming from uniform standardized zoning and subdivision ordinance requirements, tended to produce a monotonous physical environment composed of homogeneous dwelling units. This pattern is made more flexible and greater variety in housing types is possible through the use of density policies. The General Plan is expressed in terms of four residential densities.

When fully developed in these average densities the residential land use pattern could accommodate approximately 15,000 persons without any further lateral extension of urban development than is indicated on the General Plan.

Medium density residential areas (fifteen

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significantly affected. This land use category occupies more land than the medium density areas due to the extensive land requirements of this form of development and the proportionately higher market demand for the predominant dwelling type normally found there. Approximately 881 acres of low density residential are indicated, which would accommodate around 10,572 people at an average density of twelve persons per acre.

The General Plan's recommendation for a low, low residential density has very special implications for the creation of a unique environmental quality in the area north of the City. The beautiful mountains and foothills with their varying topography and cover provide interesting land forms and settings which form a unique atmosphere for living. The loss or desecration of either of these attributes through improper urban development would be totally unwarranted and unnecessary. This is an important part of the plan and a vital necessity to the maintenance of Sierra Madre's identity and quality. It should be ensured that these areas be developed only in a manner designed to preserve those features. The reduction of the density of urban development to two or less dwelling units per acre is a necessary part of the protection of these areas. The plan provides 160 acres of low, low residential development which would accommodate about 480 persons at a population density average of

three persons per acre.

# Commercial

Sierra Madre has but one commercial area, the downtown. It represents a sizeable investment and land commitment, as well as opportunities for employment and City tax revenues. Therefore, it is in the City's interest to reinforce the downtown by making adequate provisions for limited growth and by not allowing additional centers to spring up and decentralize and weaken this unique commercial magnet. For these reasons, the General Plan has not suggested locations for new commercial centers; instead it proposes a revitalization of the existing downtown.

The downtown area of Sierra Madre is such a critical and demanding situation that a Special Concerns Plan has been prepared to offer solutions and programs to deal with the multiplicity of problems found there. The later major section entitled "Downtown Plan" contains these solutions and programs for this area.

# Industrial

Like its commercial development, Sierra Madre has only one industrial area consisting of

approximately seven acres, only about half of which consists of industrial uses. It is not what one could call a viable economic force in the City of Sierra Madre. To capitalize on what little potential exists in this area, all non-industrial uses should be phased out and replaced by highly concentrated, quality light industrial uses.

Just as entire residential communities or shopping centers are now being planned and built as integrated developments, modern day industrial areas are increasingly being developed as planned industrial sites. These are laid out in parcels of various sizes specially designed for modern industrial operations. Development of a Planned Industrial Park typically includes the assemblage of land, design of a flexible Master Plan, establishment and enforcement of land use and performance standards, planning and installation of streets, utilities, and other improvements, and the provision of services for prospective tenants. This can only be accomplished through cooperative efforts of property owners, developers, and local government.

Realizing that Sierra Madre's industrial area is extremely small and nearly totally developed, it would be unrealistic to propose such a Planned Industrial Area as spoken to above. However, the concepts and techniques utilized could be applied in the revitalization and future

development of this area. If anything meaningful is to be accomplished, a plan of this type must be fostered.



CIRCULATION

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#### CIRCULATION

The Circulation Plan, an element of the General Plan, provides a balanced system for circulation of people and goods throughout and through the planning area. Circulation needs are related directly to the patterns established in the Land Use and Public Facilities Elements and, therefore, must be effectively coordinated.

If circulation within the city is neglected and allowed to become congested, the free flow of goods, services, and people will decrease proportionately. The next step is the economic decay and stagnation that has been the fate of so many American cities.

# Goals

The Citizens' Subcommittee on Freeway Impact and Traffic Circulation spent many hours studying and discussing Sierra Madre's present and future circulation problems and needs. Much insight has been gained into the desires and attitudes of the citizens as a result. In order that a Circulation Element of a General Plan be successful, this input is mandatory.

The following is a discussion of the findings and recommendations of the subcommittee that has guided the preparation of this element.

- 1. Sierra Madre Boulevard should remain the main street of town. The subcommittee recognized that with the completion of the Foothill Freeway, South Baldwin Avenue would become the main entrance to Sierra Madre, but, nevertheless, urged that Sierra Madre Boulevard remain the main street of town. When implemented, this plan will ensure that Sierra Madre Boulevard remains the "main street." Efforts must be made to improve its carrying capacity and its physical construction if it is to continue in its major role and adequately serve the downtown.
- high speed, through traffic. Due to its isolation, Sierra Madre is not and should not be subject to any high speed through traffic. There are only two streets where this could become a potential problem—Michillinda and Sierra Madre. However, with proper design and control, this is not anticipated to present any real concern.
- 3. Provision of sidewalks Presently few sidewalks exist in Sierra Madre. The subcommittee's desire was to provide more sidewalks in the following locations:

  (a) all street sides of schools; (b) commercially zoned property; (c) R-3 zoned property; (d) R-P zoned property; and

(e) between all public facilities. This is an excellent goal to attempt to achieve in that the public safety and welfare would most assuredly be served at the same time unnecessary accidents and many inconveniences could be eliminated.

- 4. The automobile sole means of transportation here to stay. Recognizing that Sierra Madre is solely an automobile oriented city, the subcommittee sought means to lessen this plight. (a) Improve traffic flow on narrow streets; allow parking on one side of street only; (b) enforce "corner clearance" Ordinance; (c) prohibit parking within one car length of cross walks; (d) provide a parking area at the base of Mount Wilson Trail to accommodate weekend hikers; (e) interconnect parking lots in the downtown area; (f) delete angle parking on streets; and (g) consider no street parking from 4 to 5 p. m.
- 5. Minibus shuttle service to location of public transportation. Any local transportation must be unique. Due to very limited bus service and the fact that any future rapid transit or public transit will probably be along the freeway to connect major points, minibus shuttle service to locations of public transportation is desired. Caution must be exercised in that rarely is

such service self-supporting, thus necessitating subsidy of some sort.

6. Circulation considerations - Major north/south streets were determined to be Santa Anita, Mountain Trail, Baldwin, and Michillinda, and the major east/west streets were defined as Orange Grove, Sierra Madre Boulevard, and Grandview.

Areas of primary concern were as follows: (a) Keep unnecessary traffic out of residential district. Eliminate major streets in residential areas; (b) Baldwin and Sierra Madre Boulevard should be developed to accommodate increase in traffic flow at intersection; (c) consideration should be given to making Baldwin a boulevard type street similar to Santa Anita in Arcadia; (d) capacity of Baldwin will be substantially decreased if commercial zone is extended to the south, therefore, any further commercial development should be restricted. For the same reason, any commercial development of Michillinda in Sierra Madre should be prohibited; (e) some agreement should be made with the City of Arcadia and Los Angeles County regarding the development of Baldwin Avenue; (f) consider signals on Sierra Madre Boulevard; any signals should be subject to a traffic check; (g) consider the

development of a commercial zone on Sierra Madre Boulevard east of Baldwin; (h) the City of Sierra Madre should enter into a cooperative agreement with the City of Arcadia to improve Orange Grove Avenue.

7. Street standard considerations - To facilitate more efficient movement of traffic and aesthetically improve Sierra Madre's streets, the following suggestions are offered: (a) Adopt street standards for all new streets; (b) provide better street lighting and identification (signs); (c) eliminate left hand turns into business establishments, thereby reducing possible traffic jams; (d) for all streets and especially where street improvement programs are being studied, consideration should be given to the aesthetic value of parkway trees.

One overall attitude seemed to prevail throughout the subcommittee's work and is summarized in their report's closing comment: "To facilitate people from the outside and have them ingress and egress, while we (City) still retain our autonomy, as we know it." This, in essence, is the intent of this report.

# Existing Traffic Conditions

A field inspection of the existing City street

system with special emphasis on the City's select system along with a review of the City Engineer's traffic count data has been made. In terms of traffic movements, the City has no major highways. The heaviest traveled streets in the city are Sierra Madre Boulevard, Michillinda Avenue, Santa Anita Avenue, and Baldwin Avenue.

Typical Average Daily Traffic (ADT) on these streets based on counts taken by the City staff since 1968 are as follows:

Sierra Madre Boulevard	16, 300
Michillinda Avenue	10,000
Santa Anita Avenue	3,500
Baldwin Avenue	4,500

The count on Sierra Madre Boulevard indicates traffic volumes near the west City boundary; counts near Baldwin Avenue drop off to approximately 6,700 (ADT) indicating a large number of automobiles turning off Sierra Madre Boulevard in a relatively short section of the street or some inaccuracy or non-typical situation with the counts.

Michillinda Avenue is a boundary street serving both Sierra Madre and the upper Hastings Ranch area of Pasadena. Recently, in conjunction with freeway construction, it was extended south of Foothill Boulevard which will make it an important through route in the north San Gabriel Valley. The effect of this will probably substantially increase surrounding traffic volumes especially near Hastings Ranch.

A similar situation exists with Baldwin Avenue with its extension south of Foothill Boulevard. and the opening of Interstate 210 with an interchange at Baldwin Avenue. While this will increase volumes on Baldwin Avenue, it will not have such a drastic effect since it will basically serve Sierra Madre only.

Santa Anita is a divided roadway with a landscaped median (south of Arno Drive) primarily serving the Highland Oaks area of Arcadia and the Santa Anita Canyon recreational area. It does provide access to a small residential area south of Arno Drive. A section of the roadway in mountainous terrain within the City had suffered considerable flood damage during the winter of 1969 and has not been repaired as yet. The road narrows to one graded lane for several hundred feet. The section of Santa Anita Avenue north of Arno Drive does not appear to serve Sierra Madre in any way, and because of the mountainous terrain along the roadway, it is doubtful that it ever will. Methods should be investigated whereby responsibility for operating and maintaining the road would be turned over to an agency which may have more interest in it such as the City of Arcadia, the U.S. Forest Service, etc. (We understand Los Angeles County has refused such responsibility.)

Under present traffic volumes, with one exception, two lane roadways (one in each direction) with suitable shoulders or curbed parking lane should be adequate to serve all areas of the City. The only street in the City that requires more than two lanes based on current traffic volumes is the western portion of Sierra Madre Boulevard where the existing fifty-six foot curbed roadway could be striped for four lanes of traffic with parking prohibited on one side of the street.

Traffic volumes on Michillinda Avenue are approaching those necessary for four traffic lanes. Sufficient right-of-way exists to accommodate the necessary traffic lanes, however, it would be desirable to widen the street on an eighty foot right-of-way.

The relatively low traffic volumes in the central business district, especially along the Baldwin Avenue axis, leave wide latitude for the City to consider innovative uses of the streets in the business district provided, of course, that future traffic demands based on projected land uses developed in the General Plan and Special Concern Plans do not rise substantially.

The Sierra Madre Canyon area streets are very narrow and winding with private improvements

constructed so as to leave as little as ten to fifteen feet for a roadway. Any planning in this area should consider as top priority the provision of adequate circulation which is extremely important for public convenience, safety, and protection. Unique methods of providing such circulation may well have to be instituted since the problems and also the charm of the area are so obviously unique.

In general, the City's streets are in poor to fair condition and are in need of an ever-increasing maintenance and repair program for improving the streets and lowering the City's annual cost of maintenance.

# Freeway Impact

The Foothill Freeway, connecting Pasadena to San Bernardino, is a component part of the comprehensive freeway network planned for the Los Angeles-Riverside-San Bernardino region by the State Division of Highways. The following map indicates its place in the regional system and its relationship to the City of Sierra Madre.

The Foothill Freeway will have an economic and social impact upon the City of Sierra Madre. Although secondary in nature, this impact must be analyzed and given due consideration in the future developments of the City. Very little, if

any, direct impact will be felt in the City of Sierra Madre primarily because of the nature of Sierra Madre itself and because of the fact that the freeway location is nearly one-half mile south of the City limits and only two interchanges will provide direct access to the City.

For the purpose of this report, the freeway will be examined in four elements: freeway alignment, freeway geometrics, effect on land use, and its economic value to the City. Although somewhat diverse, all elements when combined will reveal the total impact of the Foothill Freeway upon the City of Sierra Madre.

# 1. Freeway Alignment

Located generally one-half mile south of the City limits, the freeway basically parallels Foothill Boulevard on the south side. At no point does the freeway come closer than one-half mile to the City. Virtually no disruption to property within Sierra Madre is anticipated due to the relative remoteness of the alignment.

The map on page twenty-eight indicates the freeway alignment and freeway geometrics to be discussed in the following section. This alignment appears to be the least disruptive and most beneficial to those involved cities.

## 2. Freeway Geometrics

The Foothill Freeway in the Sierra Madre area consists of four travel lanes in each direction. The median is in excess of one hundred feet with the Atchison, Topeka and Santa Fe railway line in its center. Full interchanges are provided at Michillinda Boulevard, Baldwin Avenue, and Santa Anita Avenue. These are the only points along the freeway in this area where grade separations are provided.

The freeway is elevated through this entire section to facilitate crossing the streets previously mentioned and also the railroad tracks and the Arcadia Wash, both east and west branches. Although not the most desirable form from an aesthetic and environmental standpoint, existing factors have dictated that the freeway be elevated. This need not be a detriment when properly landscaped and molded into the immediate surroundings.

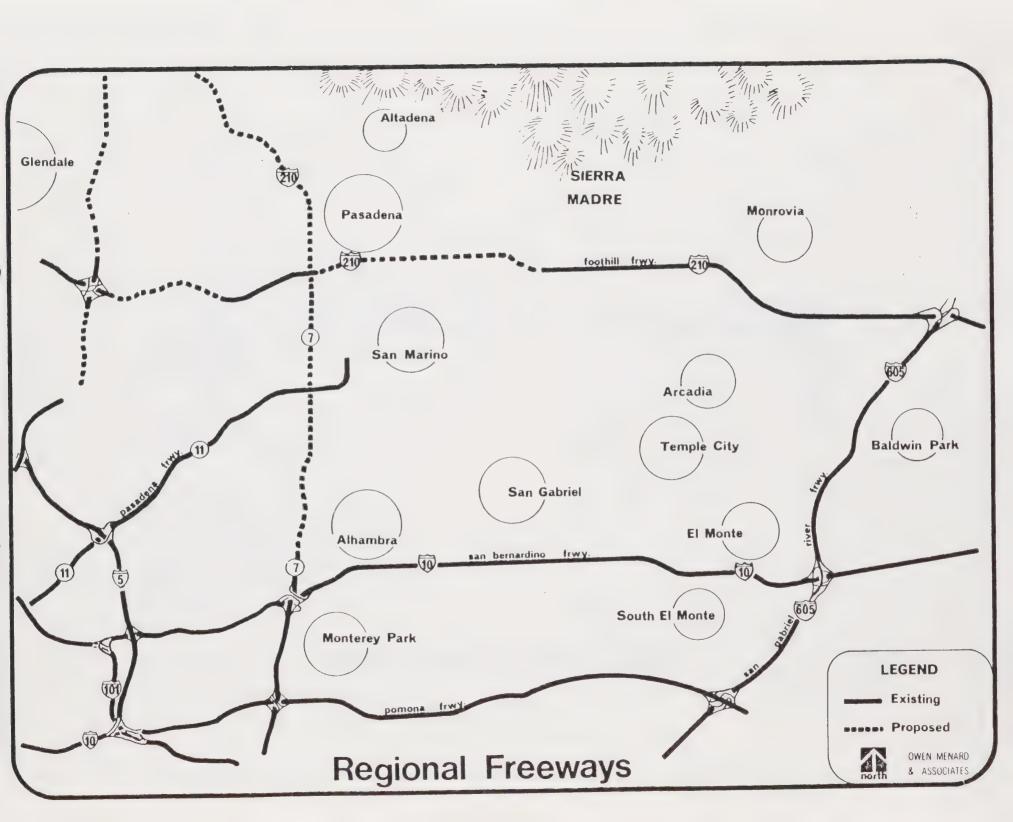
Although three interchanges are provided in the Sierra Madre area, they are of such configuration that they really do not provide for convenient access. The Baldwin Avenue interchange, most important of the three to Sierra Madre, is complicated because of the Arboretum and the jog in Baldwin Avenue itself. Off and on movements for westbound traffic are excellent, but east-bound movements are primarily designed to serve the area south of the freeway.

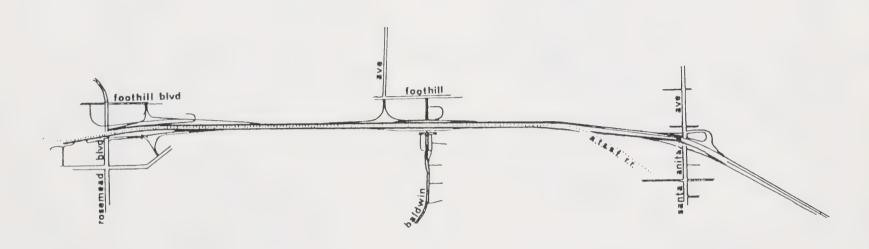
The Michillinda interchange is very complex and confusing because of the proximity of two very major roads: Colorado Avenue and Foothill Boulevard. The best of the three interchanges is at Santa Anita Avenue. It is more typical and provides for relatively easy movements; however, it is somewhat removed from the City of Sierra Madre.

#### 3. Effect on Land Use

The Foothill Freeway will greatly enhance the locational advantage held by most areas directly adjacent to the new route. This will also be realized in Sierra Madre but to a far less extent.

Occurrences that can be expected to result from the completion of the freeway include a reinforcement of the demand for apartments in Sierra Madre, minor increases in traffic, and the location of competitive commercial development around the new interchanges, thus necessitating an awareness of the implications of such by the Sierra Madre merchant. It is not







LOCAL FREEWAY GEOMETRICS

anticipated that these factors will be of major impact, but they must be analyzed and carefully understood to prevent the worst from happening and to capitalize on the benefits that can be derived therefrom.

The economist in his report indicates the demand for approximately 1,000 additional multiple units by 1980. The opening of the Foothill Freeway will hasten and reinforce this demand. The improved regional access and the quaint atmosphere of Sierra Madre are naturals in the realization of this demand.

Along with improved circulation and accompanying growth will come an increase in traffic. It is not anticipated that this increase will be in any terms of major importance or concern. Baldwin Avenue will no doubt feel the greatest impact, but is of sufficient size and capacity to handle the projected traffic with only minor adjustments and improvements. Very little change in traffic volumes will be noted in other areas of the City due to the freeway opening.

The area of major concern to the City is what, if any, impact will the freeway have upon commercial development in the city. Will it reinforce the downtown area? Will

it detract from the downtown area? Or will it have virtually no effect one way or another? It is our considered opinion that the freeway will have little or no detrimental impact upon the downtown area if steps are taken to enhance and revitalize the downtown. On the contrary, the improvement of regional access should help to stimulate specialty and novelty shops locating in Sierra Madre.

It is anticipated that some new commercial developments will occur at the interchange nodes, but that such development will not be in conflict with the type of development in the downtown area. For the most part, this new development will consist of establishments oriented toward the traveling public such as gas stations, motels, restaurants, and the like. Any new developments near the freeway will not have the unique quality found in the Sierra Madre downtown.

# 4. Economic Value to the City

Sierra Madre is somewhat fortunate with respect to the location of the Foothill Freeway. That is, it will receive most of the benefits realized from a freeway, while not experiencing the detriments of having a freeway slice through an established city.

People will be able to get to and from the freeway with relative ease, connection to other freeways will be greatly enhanced, and Sierra Madre's position in the region will be strengthened. At the same time, the increase in more intense development, noise, congestion, and disruption will not encroach upon the City proper.

It is not anticipated that any significant economic gains will be realized by the City due to the freeway. Sierra Madre is a small, quaint city and desires to remain so and will not be besieged with new development related to the new freeway. Of course, some new development will occur, but it will primarily be related to the local population rather than regional or sub-regional in nature.

## Conclusion:

The City can look toward the Foothill Freeway as an added convenience to the City's citizens without fearing the detrimental effects suffered by some cities as a new freeway passes through. Being aware of what the freeway can do for or to the City and capitalizing on its benefits while guarding against its detriments are the keys for a vital and prosperous Sierra Madre in light of the new freeway.

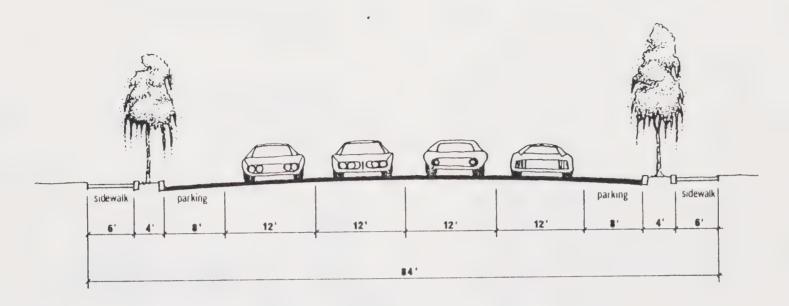
# Circulation Plan

This plan provides for a series of mutually supporting street standards to efficiently cope with the traffic circulation needs of the future. Little change is seen from the City's present system, but rather a definition and refinement of same.

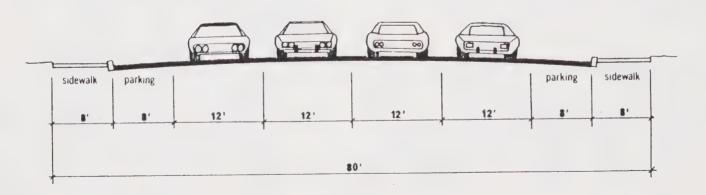
The following standards and map are provided to assist in the overall future street development within Sierra Madre. They should be utilized as policy in the decision making processes at Staff, Commission, and Council level.

# 1. Major Street - (eighty-four feet)

This is somewhat of a special classification in that only one street in Sierra Madre, Michillinda Avenue, is proposed for this standard. It serves both Pasadena and Sierra Madre and, with the opening of the Foothill Freeway, will become more and more heavily traveled. Four traffic lanes will become a must as volumes increase. A widening to a right-of-way to eighty-four feet is deemed desirable. Such a section would provide for the required four travel lanes and two parking lanes as well as parkway and sidewalks.



MAJOR STREET



COLLECTOR STREET

# 2. Collector Street - (eighty feet)

The collector street is proposed for both Sierra Madre Boulevard and Baldwin Avenue. These streets are to provide the focal point and aesthetic qualities desired in Sierra Madre. Besides their visual importance, they will also serve as the main arteries leading to and from the downtown. They must function as efficiently and as conveniently as possible. They,in essence, form the backbone as well as the heart of Sierra Madre's circulation system.

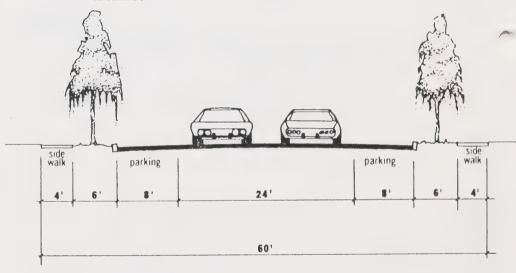
The eighty foot right-of-way provides enough space for a variety of sections while still conserving valuable land. The typical section proposed is primarily for the area in and immediately adjacent to the downtown. It provides four travel lanes, parking and sidewalk.

## 3. Local Collector Street - (sixty feet)

Four streets are proposed as local collectors. They are Lima and Mountain Trail in a north/south direction and Grand-view and Orange Grove in an east/west direction. These are dual purpose streets in that they function both as a collector, to provide access to local streets, and as a

local street, to provide direct access to residences.

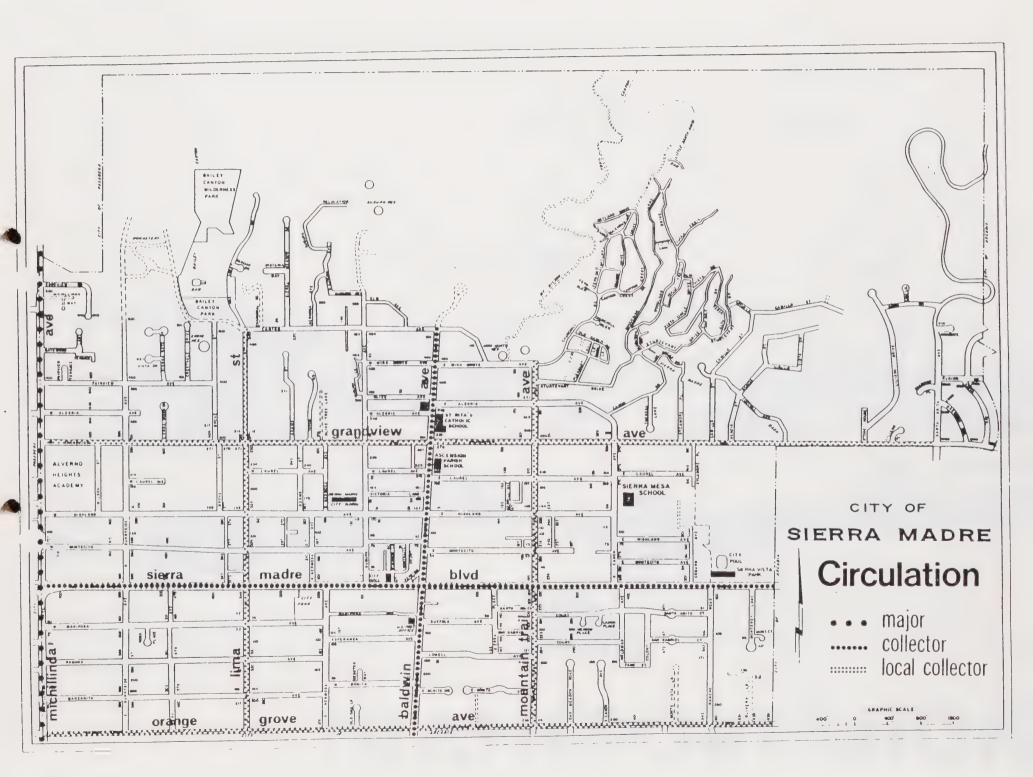
Slightly wider than a local street, the added pavement width provides for safer movement of somewhat larger volumes of traffic.



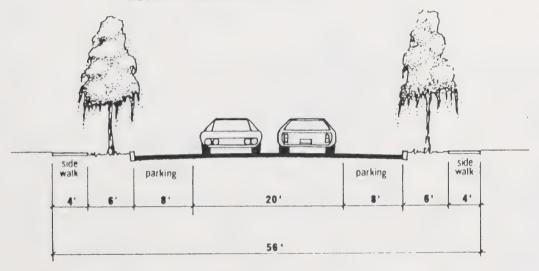
LOCAL COLLECTOR STREET

# 4. Local Street - (fifty-six feet)

These are the low capacity streets designed solely to serve as direct access to residential property. They serve a comparatively small number of dwellings and should be designed so as to discourage their use as



carriers of through traffic. Modifications can be made in their design by removal of parking from one or both sides as a particular situation might warrant. The typical section is shown below.



LOCAL STREET

# Canyon Area:

In that the canyon area is a unique situation with problems and circumstances germane only to itself, special standards are spoken to in the Special Concern Plan dealing only with the canyon. No attempt is made here to repeat that special study. Instead reference is suggested thereto.



# TRANSPORTATION

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#### TRANSPORTATION

Transportation of people and goods in Sierra Madre is almost entirely dependent upon the automobile in one form or another. Yet, the complete dependence upon the private car for local transportation discriminates against those who, because of youth, old age, low income, or physical disability are unable to drive. As the community grows and matures, alternative transportation means should be provided to assure these people access to schools, hospitals, shopping, parks, libraries, etc. The provision of local transit facilities will undoubtedly initially require community subsidy, just as streets and highways are currently subsidized.

Various means of transportation should not be stifled, but encouraged to develop. A community's economic health depends upon a free flow of goods, services, and people within the city and among surrounding communities to keep it vital and growing.

Local transportation should be geared to provide not only service within the local area but also provide connecting service to any future form of rapid transit. It is doubtful, due to Sierra Madre's relatively low density, that rapid transit will be located within the community, but most assuredly rapid transit will be

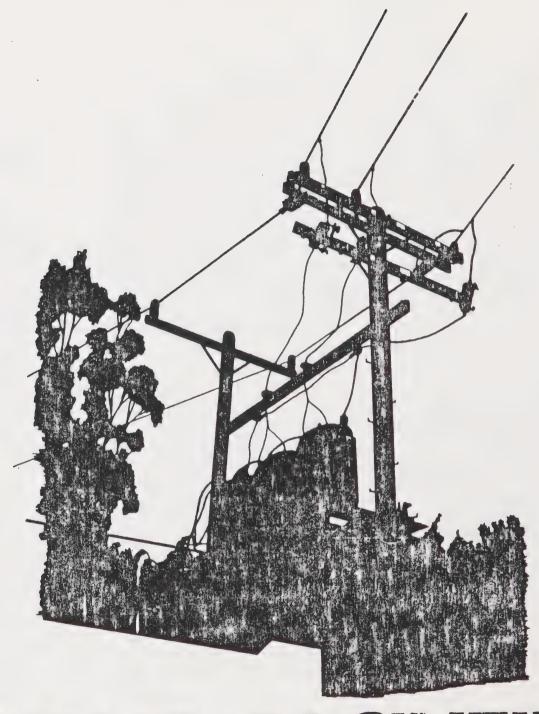
available in nearby areas in the future. Provisions should be made to avail Sierra Madre's citizens of this service as need and desire dictate.

Other forms of transportation do not appear to be in the offing for Sierra Madre. The need or demand for such facilities as railroads, airports, heliports, etc., do not and are not expected to exist in Sierra Madre based upon present and projected population and citizen attitudes.

## Summary:

This plan provides an excellent basis for planning future traffic flow and coordinating circulation and transportation with land use and population growth. It, however, should be re-evaluated in light of new developments both from a physical standpoint and in technology to ensure that it will continue to be compatible with new land use patterns and population growth which will occur over the years.





PUBLIC FACILITIES



#### PUBLIC FACILITIES

Public facilities are those owned by the public (or municipality), operated for the benefit of the community (public). Sierra Madre's public facilities consist of the traditional—City Hall, City Library, Fire Station, Police Station, City Yard, Water Facilities, Sanitary Sewers, Flood Controls, Parks and Recreation Facilities and Schools.

A demand for more and varied public facilities and services will increase as the City continues to develop, population increases, existing facilities become outmoded, and living standards and public expectations rise. With increased pressure placed on public budgets, intelligent planning or replanning of facilities is essential.

# Civic Center

The present City Hall is forty-two years old, unsatisfactory for effective public service and structurally unsafe due to its age and type of construction. Serious efforts should be continued toward the development of a new Civic Center which could house a multitude of public facilities. Economy of building, communication between departments, operational expense, efficient use of parking facilities, and efficient use of land, all indicate that the Civic Center concept is the

direction in which to proceed.

The General Plan has not delineated a specific site for an ultimate Civic Center. Rather, only a general statement of policy is indicated in order to forestall over speculation and corresponding increases in property acquisition costs. The policy simply stated is to "relocate the Civic Center to a selected site on the periphery of the downtown and develop the present site as a pedestrian oriented shopping plaza utilizing additional land as necessary! Such does not preclude use of the present site.

# City Library

The City Library is presently meeting the public need, however, it is anticipated by 1978 the existing facility will not be able to accomplish such. Although the central library concept appears to be the most suitable for a city of the size and resources of Sierra Madre, additional space or alternate methods of meeting the City's needs must be made available.

The possibility of locating the library in a Civic Center and/or utilization of school libraries on a supplementary basis must not be overlooked. Forecasting future requirements for library service in Sierra Madre would indicate the following:

Book Collection	75,000	Vol.	(35,	000	now)
Reader Seats	150			(76	now)
Book Stacks	9,300	L. Ft.	(3,	400	now)
Staff	13			(9	now)
Total Space	16,000	Sq. Ft.	(6,	500	now)

## Fire Station and Police Station

The Fire Station is presently located in the City Hall. Due to the importance of response time for the Fire Department, which includes response time for the volunteer personnel to the Fire Station, the Fire Station must be centrally located near the area of highest potential loss.

The Police Department is also located in the City Hall. It, too, is best located in a central area for ease of contact with other departments and the public. For both of these facilities, the Civic Center concept is ideal for the City of Sierra Madre.

# City Yard

The City Yards are now located next to the City-owned Sierra Vista Park. Any expansion of the park and of facilities will be hampered by the yard's presence in this area. The facility is quite old and outmoded. A new site

and facility should be found for the City Yard to increase both its efficiency and the use of the park and recreation facilities.

## Water Facilities

Sierra Madre presently owns and operates its own water system. It consists of five wells, two tunnels, seven reservoirs, and several other support facilities. Although the supply system is complex, it is operated efficiently and meets current supply demands. Much of the system is old with over fifty percent of the lines in excess of forty years of age. A steady schedule of replacement of these facilities is essential if the system is to continue to serve the need.

Besides the age of the system, major deficiencies indicated are: single lines into areas, deficient fire flows, lack of interconnections between pressure systems, and lack of standby power. For the most part, these are backup systems, but nevertheless should receive due consideration as to the overall functioning of the system.

Two areas of concern have been broached by the news media which certainly bear mentioning even if beyond the scope of the General Plan to attempt to solve:

- 1. The high fluoride level of the City's natural water supply.
- 2. The reliability of the City's water supply if faced with a two or three year drought.

Both these subjects are of constant concern to the City forces or their designated representatives and are mentioned here primarily for informational reasons.

# Sanitary Sewers

In April, 1958, the James M. Montgomery firm of consulting engineers prepared for the City of Sierra Madre a Master Plan of Sewers for the entire city. The development of sewers in Sierra Madre has followed in general very closely along the lines of this report and, excepting the Sierra Madre Canyon and Marlboro Terrace areas. sewers have been constructed in most areas of the city, and these two areas also will soon have sewers as construction is presently underway. There does not, therefore, appear to be any major anticipated problems as to the current or future sewer line capacity. Although no present or future flow problems appear to be of concern, actual flows should be carefully monitored as the Citycontinues to develop and redevelop.

# Flood Controls

The City of Sierra Madre has made substantial strides from the disastrous floods of 1953-54, since debris dams and major flood channels have been constructed. The most recent study of the need for additional flood control channels was made by the City staff last year. This study did not, however, include the Sierra Madre Wash where it is the general consensus of all involved engineers that portions of the Wash are inadequate (this matter is discussed in depth in the Canyon Plan). It is the general feeling of the staff that (excluding the Sierra Madre Wash) there are no current areas where flood hazards are of an extreme nature.

While there are no current serious flooding problems in the City, any possibility of new or increased flood hazard should be given serious consideration in any future developments or redevelopments.

# Parks and Recreation Facilities

The City of Sierra Madre presently is served by four parks within the City limits. They total eighteen acres and provide one club room, one regulation baseball field, one softball field, one Little League field, two tennis courts, one swimming pool, and various children's apparatus areas. In addition to the parks, the two elementary schools provide an additional nine acres of play area, including ballfields and all-purpose rooms.

The addition of the community recreation center at Sierra Vista Park has greatly enhanced the quality and quantity of recreation services being provided to the citizens of Sierra Madre. This fine facility represents a unique public facility in the San Gabriel Valley. It is capable of providing a wide variety of community activities simultaneously without mutual interference.

Besides the recreation activities within the City limits, a wide variety of leisure time activities exist in neighboring communities only a short drive from Sierra Madre.

# Schools

Sierra Madre is in the Pasadena Unified School District and has only two public schools within its corporate limits. They are Sierra Mesa and Sierra Madre Elementary School with a total enrollment of approximately 1, 200 students.

In the past, desire has been expressed to deannex Sierra Madre from the Pasadena Unified School District and form the Sierra Madre School District. A cursory review of appropriate government codes indicates that Sierra Madre cannot meet the basic requirements to form its own school district at this time.



HOUSING



#### HOUSING

# **Existing Conditions**

The character of Sierra Madre's housing stock is not easily summarized. There is an extremely wide range of styles, age groups, sizes, and types of locations. For the most part, however, the general condition and level of maintenance is good. The wide variety additionally makes for a very interesting and charming community.

To aid in an understanding of the community, a complete housing survey was undertaken. The raw figures indicate nothing out of the ordinary, but some of the patterns delineated by the survey indicate some potential problem areas and areas in which improvement should take place in order that the total community be protected.

The study revealed that the City presently has a total of 4,155 dwelling units, 3,108 (74.8 percent) single family units and 1,047 (25.2 percent) multiple family units. Of the 4,155 units, 3,826 (92.1 percent) were found to be sound and in good repair, 282 (6.8 percent) deteriorating and in need of repair, and only 47 (1.1 percent) dilapidated. Of the forty-seven dilapidated houses in Sierra Madre, thirty-two are in the canyon and of the 282 deteriorating houses, 181 are in the same area.

Aside from some small isolated spots of deteriorating units, only three areas present concern. Generally, they are around the downtown area and in Sierra Madre Canyon. Between Hermosa and Baldwin, behind the shops fronting Sierra Madre, is an area where some deterioration is occurring. Nearly all structures are over twenty years of age; they are small; and a majority are on small lots. With such a central location, this area will have a great influence on what is or is not to be accomplished in the downtown.

The area between Lima and the City park, along the north side of Mariposa, is another that requires attention. It, too, will have influence on the downtown, but to a lesser extent than the above. This is somewhat smaller and may take care of itself over a period of time through higher density development. The property is in too high a value district to remain in its present state for any extended period of time.

The remainder of the City's housing, with the exception of that in the canyon area, is in relatively good condition. Although quite a large number are over twenty years of age, they have been well maintained and meet a definite need for housing in Sierra Madre. Care must be taken in some of these older and aging areas that the level of maintenance remains high and that rehabilitation takes place as required. Problems

of the canyon area are of such an extent that they are dealt with separately in the Canyon Plan.

# Citizens' Goals

As was mentioned earlier, citizens' involvement has been a major force in the development of this plan. Accordingly, their input has formed the parameters within which the Housing Element has been structured. The following is a list of general desires expressed by the General Plan Residential Subcommittee.

- 1. Sierra Madre is at present a small, friendly, residential town with a variety of income levels, with a certain quaintness and charm springing from its relative oldness and from the circumstance that very little of it is tract development. We should like to keep it this way.
- 2. We should like to limit our population increase. Given the area of the town and the inevitable effect of numbers on small-town feeling, it is difficult to see how the qualities we prize can be retained if our numbers exceed 15,000.
- 3. We should like to maintain the present single-family dwelling character of the

town. This means that the areas zoned for single-family dwellings must not be nibbled away. It also means that if more acreage is required for C-l or M-l or R-P, it must be taken out of R-3, not out of R-l.

- 4. For residential areas in general, we should like to see:
  - -- Utilities underground.
  - -- Subdued street lighting.
  - -- Generous parkway planting.
  - -- A minimum of pavement.
  - --Sidewalks on "select system" streets.
- 5. We mark the success of the little park at the top of Mountain Trail and urge the development of vest-pocket parks like it in other residential parts of the town.
- 6. We urge Sierra Madre to seriously consider rezoning some of its R-3 back to R-1.
- 7. If more R-3 construction has got to occur to improve the town's financial position, it can occur quite satisfactorily on a total R-3 acreage smaller than we now have.

- 8. We should like this R-3 construction to be high quality, imaginative, sophisticated, and above all calculated to improve the tax base. To this end, we recommend that Sierra Madre:
  - --Rewrite its zoning and building ordinances in such a way as to oblige high quality;
  - --Or use the Conditional Use Permit Procedure to the same end;
  - --Or consider using the "Precise Plan Ordinance" approach;
  - --Or consider creating an Architectural Control Committee to review and approve R-3 building plans;
  - --Or devise some effective combination of the above.
- 9. Serious effort must be made to preserve the foothill area in as close to natural a condition as possible consonant with reasonable R-l construction there. Accordingly, we recommend that:
  - --Cut-and-fill be absolutely prohibited in the foothill area except to a limited extent in the construction of access roads.

- --Access roads in the foothill area be deliberately built narrow (twenty feet) without sidewalks and laid out as much as possible to fit the contours of the land.
- --Developers of foothill areas be encouraged to build in clusters, rather than in the usual one-house-per-lot, provided that the overall density of the development does not exceed normal standards.

# Solutions to Sierra Madre's Housing Problems

In light of the fact that nearly one hundred percent of Sierra Madre's buildable land is presently developed, housing problems lie not in the areas of new construction, but rather in the areas of rehabilitation and adequate maintenance. With a total of only 329 units either deteriorating (282) or dilapidated (47), Sierra Madre's housing problems are by no means of a serious nature. However, due to the older age of most of the City's housing, care must be taken to prevent further decay and decline.

As some of the more deteriorated areas transist into more intense land uses, many of the substandard units will, of necessity, be removed. This in itself will eliminate part of the existing problem, but must not be relied upon to solve all housing problems. Higher density zoning has long been used as a

cure-all for housing problems with little or no positive results. Instead other methods must be found and utilized if Sierra Madre's housing quality and community atmosphere is to be enhanced or maintained.



GEOLOGY

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#### **GEOLOGY**

The Geologic Element of the General Plan for the City of Sierra Madre defines all the major existing and potential geologic and seismic problem areas within the City. This initial phase is preliminary and is based on a field reconnaissance of the City and some adjacent areas, examination of stereoscopic aerial photographs for the years 1929, 1949, and 1952, and review of published and unpublished reports pertinent to the area.

#### Geologic Setting

The City of Sierra Madre is located at the foot of the San Gabriel Mountains and includes both the foothills of the mountains and the more gently sloping alluvial fan to the south. The foothills are composed of older igneous and metamorphic rocks that have been deeply eroded to form steep-sided canyons and gulleys. These rocks have been extensively shattered and sheared so that massive and resistant blocks alternate with soft and decomposed zones.

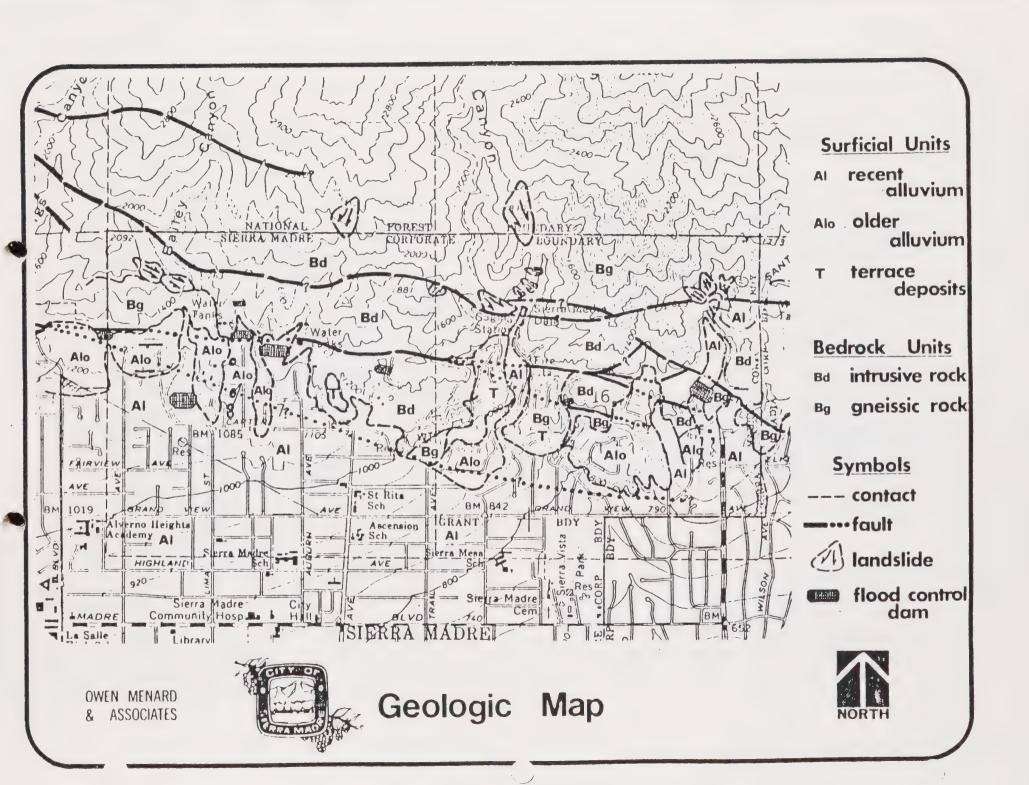
Remnants of the older alluvial fan deposits are found as terrace deposits perched on the shoulders of the foothills. Several levels and episodes of relative uplift of the mountains are recorded in this way. The old and youthful alluvial deposits

are composed of sand, gravel, and silt eroded from the mountains and deposited by streams, particularly at flood time.

Past development of the City has been generally concentrated on the alluvial fan sectors and locally on the lower foothills where the principal geologic hazard is flooding. However, as development expands more extensively into the foothill portions of the City, additional hazards related to mass movements, shallow ground water, and potentially active faulting will be encountered. This report is a preliminary evaluation of the distribution of these natural hazards and includes recommendations on the role the City can play to assure safe development of potentially hazardous areas.

The major geologic hazards present within the City of Sierra Madre in their order of importance are as follows:

- 1. Seismic Hazard, including potential ground rupture and severe ground shaking as a result of fault movement within the Sierra Madre Fault Zone or ground shaking resulting from movement of other major faults in the Southern California area.
- 2. <u>Landslides</u> in hillside areas of the City.
- 3. Flood Hazard within and at the mouths of



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canyons without control structures.

4. Springs and Seepages along mountain front.

# Seismic Hazard

The approximate location of the several branches of the Sierra Madre Fault Zone within the City are shown on the accompanying geologic map. This fault zone is part of the overall frontal fault system of the San Gabriel Mountains and extends from Cajon Pass westward at least to the Sylmar area and possibly beyond. The recent San Fernando earthquake of February 9, 1971, was the result of movement along a part of this frontal fault system in the San Fernando area.

If an earthquake similar to the San Fernando quake were to occur as the result of movement along one of the faults of the Sierra Madre Zone in the north part of the City, ground accelerations, both horizontal and vertical, would probably be in the range of 0.5g to 1.0g. Also, ground rupture with offset of several feet would probably occur along the trace of the causitive fault.

The effect on the City of such an event would be similar to that which occurred in the Sylmar-San Fernando area on February 9, 1971. In addition to general damage, particularly to the older homes and structures, some rock and

soilfalls would probably be triggered on the steeper hillsides. Also, several of the flood control structures are located along or very near the traces of the faults.

Available evidence relating to the state of activity of the faults is inconclusive. Experience gained from investigation of the active faults in the Sylmar-San Fernando area indicates that the potential hazard in that area could have been more clearly defined prior to the earthquake if these faults had been investigated in the subsurface at critical locations using test trenches and bucket-auger borings. The important point to note is that the investigation should concentrate on those critical areas where the right combination of rock types and ages are present. Consequently, seismic hazard is a citywide problem requiring citywide evaluation. It cannot necessarily be evaluated within any individual tract or development.

# Landslide Hazard

The known, larger landslides within the City are shown on the accompanying geologic map. These, along with other slides not now known, should be considered as a part of the detailed geologic investigations of individual tracts and developments in the hillside areas.

## Flood Hazard

Hazard from flooding from the mouths of canyons in the foothills in the northern part of the City has generally been controlled by construction of dams, debris basins, and flood control channels. The only canyon possibly requiring control of flooding is located approximately one-quarter mile west of Santa Anita Canyon Road. Flood hazard within the canyons themselves and generally upstream from existing control structures should be considered as a part of the detailed geologic investigations of individual tracts and developments in the hillside areas.

# Springs and Seepages

Springs and seepages are present locally along the mountain front and should be considered in the detailed geologic investigations in the hillside areas.

#### Conclusions

- 1. Geologic hazards in their order of importance in the City of Sierra Madre are:
  - a. Seismic hazard
  - b. Landslide hazard

- c. Flood hazard
- d. Springs and seepages.
- 2. The evaluation of seismic hazard is a citywide problem requiring a citywide approach. Other geologic hazards can be evaluated on an individual site or development basis.

#### Recommendations

- 1. Planning for the development of the hillside areas in the north part of Sierra
  Madre should include establishment of
  requirements for detailed engineering
  geologic investigations of individual
  sites or tracts. These requirements
  should be organized generally along the
  lines of Chapter 70 of the Uniform
  Building Code, but should be tailored to
  the local needs of Sierra Madre.
- 2. Geologic reports should be reviewed for the City by a Certified Engineering Geologist.
- 3. Seismic hazard is not amenable to evaluation on a site-by-site basis and should be undertaken on a citywide basis. This evaluation should be undertaken.



OPEN SPACE
AND CONSERVATION

# OPEN SPACE/CONSERVATION

The disappearance of open space and natural lands, particularly in and near rapidly growing urban and suburban areas, is of grave concern to the people of Sierra Madre and the State in general. Once such lands are used for residential, commercial, or industrial purposes they are often permanently rendered unsuitable for parks, conservation or other recreation purposes. The present and future needs of the growing population require immediate action in order to preserve this ever vanishing resource.

Open space can provide room for service facilities such as parks and recreation areas, institutions, and other extensive land use activities. It can provide amenities such as fresh air, quiet, and a change from the monotony of cityscapes. It can provide the required physical conditions for watershed protection, soil conservation, flood prevention, and preservation of wildlife and other natural resources. Permanent open spaces can create an identity, can be used to separate neighborhoods, communities, cities, and regions. By providing a framework for development, open space is a means of controlling urban sprawl. Properly planned open space can serve all these purposes simultaneously.

Recognizing that parks, recreation, open space, and conservation are so closely related and

intertwining, this section will treat them as basically one and will not attempt to isolate each individually. The scope, therefore, includes an inventory of existing parks, open spaces, and trails as well as a future plan as to their expansion and conservation.

Over a period of years, the City has developed several parks and acquired an eleven hundred acre wilderness area in its northern portions and extending beyond the City's boundaries to the north. In recognition of a need for a comprehensive Park and Recreation Master Plan, the City Council and Parks and Recreation Commission has created the Park and Recreation Master Plan to serve as a guide for the City in its planning toward making acquisition and developing existing and additional parks in the community for the use of its citizens and visitors to the City. The following is a series of excerpts from said Master Plan.

The purpose of the Parks and Recreation
Master Plan is to provide guidelines for the
present and future Parks and Recreation
Commissions and City Councils in planning for,
acquiring, and developing parks, open spaces,
trails, and other park-oriented land uses in the
City of Sierra Madre. It also is intended to
provide the basis for financial planning to make
this Park and Recreation Master Plan a reality
over a period of years. The comprehensive

park plan of the City of Sierra Madre is intended to provide a balance of open space areas, trails and park facilities so as to measurably increase the quality of life in the community by providing facilities for active recreation, passive recreation, and the enjoyment of open space and wilderness areas.

## Existing Park Facilities

#### Memorial Park:

Memorial Park is located within the business district of the community and provides a green spot. This is the City's oldest park and consists of 3.5 acres. It is widely used by young people and senior citizens. A specific plan for the development of Memorial Park is in the process of completion and adoption, and the park will include facilities for senior citizen activities such as lawn bowling and shuffleboard.

#### Sierra Vista Park:

Sierra Vista Park is located on the City's eastern boundary and fronts on Sierra Madre Boulevard and consists of 5.0 acres. Sierra Vista Park is also the site of the City's municipal pool, pool building, and 7,000 square foot Community Recreation Center. The park features two baseball fields, a picnic area, and

enjoys a high degree of use.

### Bailey Canyon Park:

Bailey Canyon Park, 3.0 acres, is primarily for picnics and day camping activities. It has a small playground and a fire ring. Bailey Canyon Park is located on land owned by the Los Angeles County Flood Control District and is available to the City for this park purpose.

#### Bailey Canyon Wilderness Park:

This area consists of approximately 12.0 acres and is maintained as a wilderness park used extensively by Boy Scouts and nature oriented groups. It is also the beginning of the trail to Jones Peak which subsequently ties into the Mt. Wilson Trail.

#### Mira Monte Park:

Mira Monte Park is an example of the City's park consciousness in that the grounds surrounding a water reservoir have been planted with turf and playground equipment has been installed. The park is only 15,000 square feet, but it is a very popular park. It has a high degree of use.

#### Mt. Wilson Trail:

Mt. Wilson Trail has been a popular trail for

hikers from all over Southern California for years. The trail leads from Sierra Madre to Mt. Wilson where the famed observatory and television transmitting stations are located. The trail passes through wilderness areas owned by the City and through the Angeles National Forest.

#### Wilderness Area:

The City has acquired an eleven hundred acre wilderness area. This area is for the purpose of preserving in its pristine state a portion of the foothill and mountain area immediately north of the City.

#### Jones Peak Trail:

Jones Peak Trail was built by volunteer youth groups in the City during 1968-1969. The trail is four miles long and leads from Bailey Canyon Wilderness Park to Jones Peak and subsequently, from Jones Peak to a junction with the Mt. Wilson Trail. A hiking circuit beginning in Baily Canyon Park and proceeding along Jones Peak Trail to Mt. Wilson Trail and then on to the Sierra Madre end of Mt. Wilson Trail at Mt. Wilson Trail Road and Mira Monte Avenue is eight miles in length and a popular circuit beginning and ending in the City of Sierra Madre and traversing through natural wilderness areas of the Angelés National Forest.

# Proposed Acquisitions and Developments

Locations of the proposed park acquisitions and improvements shown on the following map are approximate and indicate the general area in which future parks should be located rather than the exact parcel. In instances such as additions to existing parks, the exact location can be more predictably set forth, however.

#### Kersting Court Plaza:

Growing out of the City's downtown design study completed in 1970 and the Sierra Madre Downtown Plan, the Kersting Court Plaza is to be developed as a landscaped rest and assembly plaza in the center of the City's commercial area. This will be accomplished by closing Kersting Court Street and expanding the existing island into the plaza described above. The City owns the land. Only development is needed.

#### Southwest Neighborhood Park:

A neighborhood park of one-half to one and one-half acres is foreseen for the portion of the City west of Lima and south of Sierra Madre Boulevard. This neighborhood park will consist of turf, a picnic area, and playground equipment for children with a low level illumination for night time safety.

#### Southeast Neighborhood Park:

This neighborhood park would serve the areas of the City from the eastern City limit to Sierra Place and Mountain Trail and south of Sierra Madre Boulevard. Planned is a turf and landscaped area of from one to one and one-half acres including picnic facilities and playground equipment for children. The park will include automatic irrigation system and safety lighting.

#### Central Neighborhood Park (East):

This neighborhood park would accommodate residents of apartments and single family dwellings in the area between Grandview and Sierra Madre Boulevard, Baldwin and Canon Avenue. The park will be one-half to one and one-half acres of turf, trees, picnic area, playground for children, and features automatic sprinklers and safety lighting.

#### Central Park (West):

This park envisions the use of approximately ten acres of land and a municipal grove and garden. It would be well suited to walking, jogging, bicycling, picnicing, and will feature lawns, trees, and other landscaping. An automatic irrigation system and safety lighting is planned as are restrooms. The park would serve the neighborhood as well as a park of general interest

depending on the occasion.

#### Sierra Madre School Park:

A portion of the Grandview frontage of the Sierra Madre School property is contemplated to be developed as a park in cooperation with the Pasadena School District. Foreseen is a multipurpose athletic field, tennis courts, and picnic area. An automatic sprinkler system will irrigate all landscaping and turf areas. Safety lighting will be installed. The area is approximately three acres.

#### Northeastern Area Park:

Serving the northeastern area of the City is a park of from two and one-half to five acres serving existing and potential development in that area. The park will be an all purpose park and will include two tennis courts, a multi-purpose athletic area for baseball and soccer; other outdoor activities as walking and jogging, and picnic areas will be encouraged by the park's development. A turf irrigation system and safety lighting is planned.

### Canyon Area Park:

A park of from one to two acres is proposed for the canyon area. The park will include turf, trees, a public assembly area which would possibly include future neighborhood community building. Safety lighting and a sprinkler irrigation system for landscaped areas are also planned.

# Channel Beautification and Trail Program:

A Channel Beautification Program should be planned by the City for the beautification of the channel which traverses the floor of the Sierra Madre Canyon. Any such beautification work would be brought into harmony with whatever the final channel design is agreed upon. The proposed trail likewise should be coordinated with final channel design. If possible, the trail should be linked with Mt. Wilson Trail to the northwest and Sierra Vista Park to the southeast.

# Mt. Wilson Trail Park:

This one acre park is planned for the Sierra Madre terminus of the well known Mt. Wilson Trail. The trail is regionally well known and leads to Mt. Wilson observatory and television broadcasting facilities. Mt. Wilson Trail Park will serve as a rendezvous and rest area for hikers as well as for City residents. The park is situated adjacent to the existing Mira Monte Park. Once development of the Mt. Wilson Trail Park is completed, Mira Monte Park will become a part of the proposed Mt. Wilson Trail Park. Mt. Wilson Trail Park will also feature offstreet parking for hikers who are now forced to park on

City streets and whose cars constitute a traffic hazard. The trail is heavily used throughout the year.

# Sierra Vista Park (Extension):

Consistent with the master development plan of the Sierra Vista Park, six acres of land now owned by the City are planned to be converted from public works to park use in the future. This additional land will permit the development of an all purpose athletic field and additional baseball diamond.

# Park Area and Population Estimates

As of this writing, the City has a total of twelve acres of general park land with a population of 12,000. This amounts to one acre of park per thousand population. The additional acreage planned for the City for general park use is from 25.5 acres at the minimum to 31.5 acres at the maximum. Total acreage (new and existing) for general parks in the City of Sierra Madre when the Park and Recreation Master Plan is completely implemented will be from 37.5 to 43.5 acres. The anticipated maximum population for the City by 1980 is 15,000 which, assuming the complete development of the City parks in the next decade, would yield from 2.5 to 2.9 acres of park per thousand population. Not included in these figures

is the City's wilderness area and the flood control beautification project.

## Conclusions

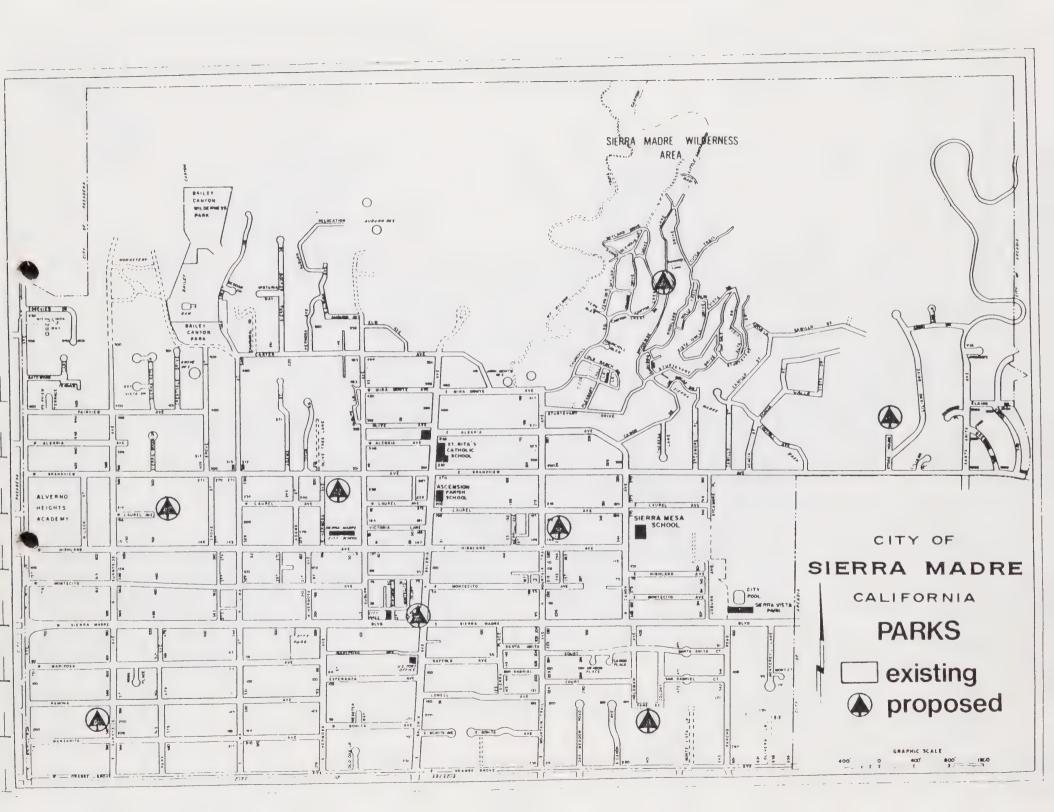
The City as it exists now gives a sense of abundant open space due mainly to the tree-lined streets in the older sections and the vast areas of the undeveloped foothills to the north. It is unlikely that these will continue to provide the sense of openness on a permanent basis if higher density development is allowed to dominate the City or if the hillsides are allowed to develop.

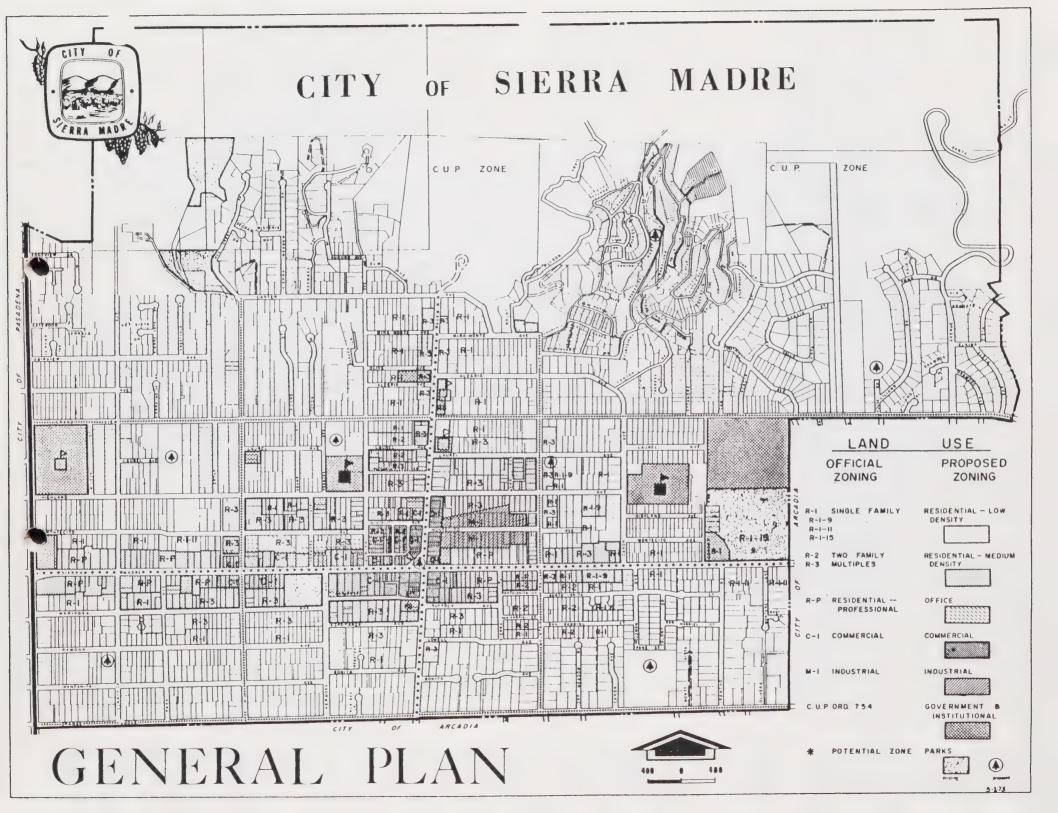
Not only is the foothill area an aesthetic backdrop for Sierra Madre, but also it provides a portion of the watershed utilized in Sierra Madre's water system. As such, provisions for flood control and fire prevention and control must be made. As has been witnessed in the past, a fire can denude the precious natural cover, thus resulting in debris and mud slides as the rainy season approaches.

To introduce new development and thereby increase eminent fire danger would be a mistake. Therefore, it is the firm recommendation that no further development of the foothill area be allowed and rather that an intensive effort be made to protect and conserve

this most valuable resource.

Programs of reseeding burned out areas, increasing debris retention and reducing fire hazards should be implemented. Maintenance of fire breaks, cleared strips for fire fighting helicopter landings, introduction of fire resistant vegetation, and provision of additional water tanks are but a few of such programs.





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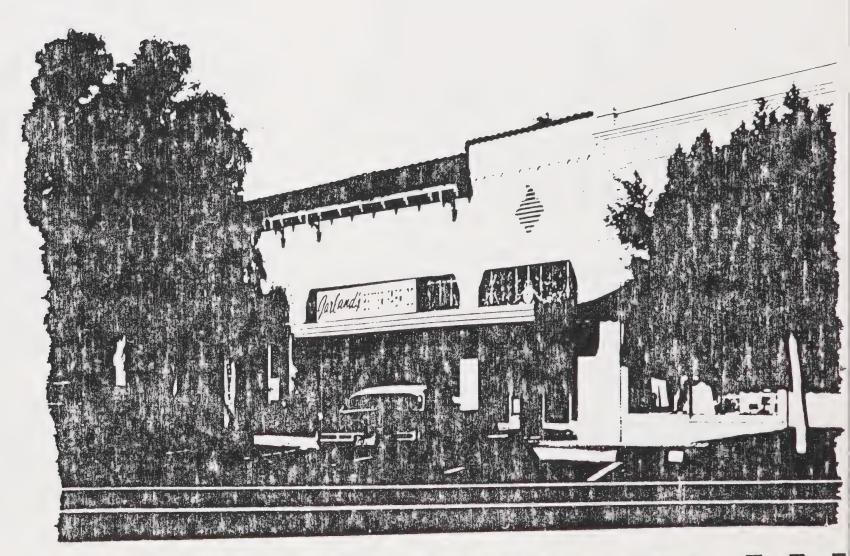
The Sierra Madre General Plan is unique since it has attempted to solve the community's critical planning problems rather than simply to define them. Downtown, the remainder of Sierra Madre Boulevard, and Sierra Madre Canyon were identified early in the program as areas of great concern and were, therefore, approached separately as Special Concern Plans. These plans were accomplished, reviewed and adopted prior to the creation of the overall General Plan and in reality were the foundation upon which the General Plan itself was formed.

These Special Concern Plans should now be formally adopted as Specific Plans in compliance with the following excerpt from the California State Law relating to planning:

Section 65450 -

The planning agency may, or if so directed by the legislative body shall, prepare specific plans based on the general plan and drafts of such regulations, programs, and legislation as may in its judgment be required for the systematic execution of the general plan and the planning agency may recommend such plans and measures to the legislative body for adoption.

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# DOWNTOWN PLAN



#### DOWNTOWN PLAN

The scope of the Downtown Plan is to bring into simple focus the complexity of the downtown problems which have been created by change in the urban makeup. Such is evidenced by the lack of vitality and the existence of considerable decay and obsolescence. It is the purpose of this plan to provide the means through which revitalization of the downtown must be programmed and brought to fruition.

If the heart of a city is to be vital, it must provide a multitude of urban activities—trade, business, government, social, cultural, and recreational. It must have environmental qualities that will satisfy aspirations, be an inspiring influence, and offer opportunities for human fulfillment. It must be pleasurable, functional, and competitive. Without these traits, the role a downtown plays in the community is greatly impaired and the economic and social needs of modern city life are wanting.

Sierra Madre is in an enviable position. It has not been deeply scarred by the pressures of urban expansion, and thus still maintains many of the qualities that encouraged a large number of its residents to locate here. It is the intent of this plan to capture and maintain this sense of community that is so infused in the citizens of the City.

## Goals of the Downtown Plan

The basic underlying goal of the downtown plan is the revitalization of the area into a highly functional, economically successful, and aesthetically pleasing town center meeting the needs and reflecting the aspirations of the citizens of Sierra Madre. To achieve this basic goal, much needs to be planned and programmed which is best expressed in the following specific goals or objectives:

- Establish an economic entity capable of attracting increasingly larger numbers of the area's selective shoppers, thereby improving the retail sales base of the community.
- . Establish a pattern of quality multi-family land uses on the periphery of the downtown area and therefore a concentration of prospective shoppers.
- . Improve the physical relationships of existing and future shops and offices to the parking areas and to one another.
- . Relate parking areas to the vehicular circulation system in and around the downtown area.
- . Enrich the appearance of the downtown area through landscaping, new store fronts,

street furniture, sign control, public improvements, and design color or texture themes.

- Promote an action program of revitalization that is in scale with available public and private financial resources and the benefits to be derived.
- . Utilize the full range of implementation tools and techniques available to the City and provide for maximum participation by the private sector.

# Summary of Conclusions

The following conclusions have been drawn and utilized as the basis upon which necessary corrective measures have been determined.

- . Downtown Sierra Madre is not homogeneous in its land use structure, thereby greatly restricting its attractiveness as a comfortable and functional shopping area.
- . Shopping areas are not defined as either pedestrian or auto oriented but are instead so inter-mixed as to create an incompatible relationship.
- . Parking and shopping areas enjoy no close

physical relationship which causes considerable inconvenience to the shopper.

- A zone or band of deterioration exists at the fringe of the commercial area.
- With the exception of street trees, little or no landscaping exists which gives the commercial strip a bleak, harsh, and uninviting appearance.
- . The range of services and goods provided is limited.
- . Some structures are in need of remodeling and rehabilitation.
- Although traffic generation has not reached a critical point as yet, if the present flow patterns are allowed to continue, the situation will get progressively worse until the average shopper will avoid the downtown since it will become congested, hazardous, and inconvenient.
- . There is no overall shortage of parking facilities in the downtown; however, there is an unequal utilization of available spaces.
- . No overall design theme appears evident, rather an attitude of Laissez-faire has persisted which has created an atmosphere

of confused and foolish architecture and design which is visually disconcerting.

- . The downtown area does not and will not function as a regional center, but is instead a community retail and service center with scattered specialty outlets. It is such outlets which contribute greatly to the area's limited charm and which should be encouraged as exemplifications of the overall uniqueness of the City, its cultural awareness, etc.
- . Downtown plays an unnecessarily limited role as a source of revenue to the City.

Understanding what downtown is and what it is not is a major step in developing proposals for its revitalization. To understand is to perceive and to perceive is to envision. Thus, with thorough knowledge of the nature of the problem, solutions to that problem become more and more self-evident.

The challenge for Sierra Madre and the basic objective of this plan is to find solutions to the physical problems of the downtown and outline steps necessary for its revitalization. The following proposals have, therefore, been determined as necessary if downtown Sierra Madre is to assume its rightful position as the community's economic and physical center. It

is not suggested that these proposals can or should be undertaken immediately. It is, however, suggested that the community determine each one's relative importance and, therefore, priority, and that a systematic program of implementation be instituted. Some require physical improvements and, therefore, the expenditure of money. Such spending should be jointly shared by City, merchant and/or landowner. Some require only an action or policy statement by the legislative body. Adoption of this plan would place such into effect and is one of the purposes of the Downtown Plan.

## Proposals

## Zoning:

- . Create zoning incentives adequate in scale to encourage businessmen, merchants, and landowners to undertake meaningful private improvements. Such would most logically result in the creation of a "downtown zone."
- Restrict primary commercial activity to the downtown area, thereby solidifying investment opportunities and reducing its risk.
- . Select quality medium density planned residential development as the logical utilization of land surrounding the downtown and provide incentives enhancing its

opportunities.

#### Design:

Implement that part of the Statement of Community Developmental Values for the City of Sierra Madre, 1970, which protects and enhances the village atmosphere, is in keeping with the overall human scale of Sierra Madre, and which emphasizes compatibility of development through style, color, and texture of materials.

- Landscaping and Trees--Landscaping should be planned as an integral part of any development to lend grace and beauty to the entire site as well as provide screening for working and utility areas. Landscaping plans complete with irrigation and illumination systems must be included in all applications for development. Sizes and types of plants and trees should also be indicated with all species in a given area having the same water, light, and fertilizing requirements.
- Parking Improvements--Plan for smooth traffic flow, ease of parking, sensible grades, good drainage and aesthetic landscaping and lighting when considering parking areas. The

parking of motor vehicles should not interfere with pedestrian traffic. Parking areas should be visually compatible with the buildings served and be easy to clean and maintain. This can best be done by use of materials which unify and enhance the building or buildings being served.

- Building and Facade Treatments—Sensitivity to architectural forms, scale, materials, and color coordinations are important. The use of applied "gimmickery" that serves no reasonable function or provides no accent of beauty should be avoided. Superimposed forms which are trademarks or local symbols should also be avoided. Building and facade treatments should lend dignity, charm, function, and beauty to the development and its environs.
- Signs and Advertisements—Signs should be tasteful, uncomplicated, and compatible with the structure or function served. The most direct wordage combined with simple and tasteful graphic design should be employed in satisfying the need for an advertising message. Harsh lighting, garish or bizarre colors, flashing lights, protruding and freestanding signs are to be avoided. Harmony with surroundings, subtlety, and understatement should serve as primary guidelines in planning signs.

- Access and Circulation for Pedestrians and Vehicles—Safe and efficient pedestrian and vehicular access onto and egress from the site should be planned. Properly located drive approaches, good visibility, and well marked travel lanes will help assure this. Changes in paving materials and/or elevation may serve well. The separation of service vehicle ingress and egress from that of pedestrians and other vehicles should be considered.
- Illumination—Plans for illumination of landscaping, parking, and building exteriors should be included as part of an application. Illumination systems should be engineered and designed to minimize breakage and facilitate maintenance. Fixtures should be attractive and fit in with surrounding areas and architecture. Any use of colored lights should be handled with extreme care and sensitivity. Overemphasis of a building or object should be avoided. The source of the light should be screened or removed from view.
- Colors and Materials—Colors and materials should be compatible with

- one another and with the general tone of the area. Bright tones should be used with care and proportion to avoid a bizarre and offensive display of color.
- Street and Exterior Furnishings—All street and exterior furnishings should be kept free from advertising and labeling. Materials should be suited to outside use. Exterior furnishings should be simple, attractive, and easily maintained. Locations of street and exterior furnishings should complement the flow of traffic and be compatible with adjacent architecture.
- Exterior Displays—Any exterior display device used to stimulate sales should be very carefully handled and used only when it adds to the unity of overall design. Safety and visual limitations should receive special consideration. Accessibility and circulation problems should be carefully thought out in planning any exterior display area.
- Grading and Drainage—Grading should maximize area use without creating inconvenience, ugliness, or hazard.
   Ease of pedestrian and vehicular traffic flow should be considered. Drainage facilities should be highly effective, yet

cause a minimum visual nuisance.
Any structures necessitated by grading should be of aesthetic design.

- Refuse Storage and Disposal—High standards of cleanliness, accessibility of service vehicles and screening of refuse storage should be shown in all applications for development. Consideration of climatic factors is suggested.
- Storage of Wares—Storage of wares on the property should not be notice able.
- Nuisance Control—Plan for elimination of noise, odor, and other nuisances.
   The use of physical barriers and materials for the isolation of noise producing activities will be required where noise becomes a factor.
- Compliance with Civic Center Zone and Other Ordinances—The City of Sierra Madre has a "Civic Center Zone" overlaying the commercial zone in the downtown area. This zone requires plans to be prepared and presented to the Planning Commission for review and approval prior to the issuance of a building

permit in all cases involving the construction of a new building or the change of use in an existing building. Copies of this ordinance are available in the planning office at City Hall. Other ordinances with which potential investors in the City of Sierra Madre may want to familiarize themselves include the City's Zoning Ordinance, parking ordinance, and sign ordinance. These are also available in the Planning Department. The City uses the Uniform Building Code as its standard of building requirements.

#### Parking:

- . Decide between parallel and diagonal parking so that the overall street and downtown may be logically designed.
- . Provide additional, visually attractive entrances to peripheral parking lots.
- . Create and/or improve peripheral parking lots with an emphasis on double frontage stores with direct access to such lots.

# Promotion:

. Activate the City's Community Redevelopment Agency in order to take advantage of the

opportunity to package property and the tax increment financing available therein.

- Relocate the Civic Center on the periphery of the downtown area but do not exclude its existing site.
- . Diversify the shopping opportunities by energetically attempting to attract a variety of stores, compatibly located, which provide a broader range of goods and services.

# Economics of the Downtown

Economic Research Associates (ERA) has prepared an exhaustive study of the economics of the City of Sierra Madre. As part of the study, a detailed analysis and forecast of the economic conditions and potentials of the downtown area were undertaken. Menard and Hill prepared and submitted a summary of this study highlighting its major points and presenting a document more in tune with the needs of the citizen and prospective entrepreneur. Therefore, only the most salient points will be discussed here.

The facts and projections as presented by ERA, when combined with the goals established by the Citizens' Advisory Committee, have provided the basis for the proposals contained in this

report.

ERA concludes that a well designed, effectively administered program of commercial redevelopment would have a positive effect upon local retail sales volumes, both total and per square foot of GLA, during the next ten years. Total redevelopment is neither warranted nor required although selected redevelopment, or reconfiguration, is recommended. Notwithstanding planned additions to the trade area inventory of retail space, an increase in total sales of ten percent to twenty percent can be realized by Sierra Madre merchants in the next decade. The lower estimate implies the existence of a viable regional shopping center in Arcadia by 1975. Higher sales volumes are predicated on the absence of such an incremental addition by 1980.

The reconfiguration of the commercial core would, of course, be time-phased throughout the decade so as to minimize customer shift to other retail establishments and allow for planned development. Specific recommendations given below follow from data and calculations derived by ERA's analysis:

The provision of greater access to the commercial core by the reconfiguration of certain major and secondary arterials which could logically feed into or converge within the commercial core is advisable.

<sup>\*</sup>Gross Leasable Area

- Although total parking is ample, a better arrangement of parking facilities could serve to optimize traffic patterns and minimize the problems created by simultaneous pedestrian and vehicular traffic patterns.
- Reconfiguration into a plaza-type shopping environment, human in scale and geared to pedestrians, based upon a unifying central theme is highly recommended. Goods and services as well as the history, traditions, character and spirit of the community should be incorporated into an attractive, interesting and pleasant environment. Sierra Madre is ideally situated in that its commercial core is in the center of the trade area. The competition, notwithstanding, an attractively designed shopping area can exert a strong pull on most of the trade area residents, especially those of the Hastings Ranch, upper Arcadia and Sierra Madre.
- Reconfiguration would use current or redesigned food, drug and liquor stores as an anchor. Their relative success was documented in ERA's analysis of sales per square foot realized in the community.
- Notwithstanding planned construction of

retail facilities in the trade area, the analyses of per capita sales and sales per square foot indicate that the addition of three new retail outlets is warranted. Although carefully planned reconfiguration can increase local retail activity, the addition of these new facilities will provide an impetus for added patronage, thus multiplying the overall sales increase experienced in the commercial core. Specifically, ERA recommends the construction of:

- A general merchandise or variety store serving a broad range of consumer needs and incomes. None presently exists in Sierra Madre. The desire for this type of retail outlet is evident from analytical sources as well as the findings of the ERA study.
- Two major restaurants, one serving a variety of consumers and the other consciously oriented toward a more select clientele. These facilities, if attractive or perhaps unique, can draw persons from outlying areas. ERA's survey findings reveal a geographic divergence in resident choices of a favorite dining out spot. Assuming that this propensity to seek out a quality restaurant is universal, a well-planned restaurant

environment can capitalize on this factor, as well as the relative lack of these facilities in the trade area.

Assuming the current level of GLA in the commercial core will remain fairly stable during reconfiguration, the net effect of these recommended additions to the City's retail inventory is approximately 24,500 to 34,500 square feet of GLA. That is,

Retail Activity	Total GLA (square feet)
Retail Activity	(bquare reer)
Junior Department Store	30,000
Or	
Variety Store	20,000
Family Restaurant	2,000
Specialty Restaurant with	
Cocktail Lounge	2,500
TOTAL 24,500	to 34,500

# **Existing Conditions**

#### Land Use:

As part of the General Plan Program, the City has had an extensive land use inventory prepared which identifies the use of each parcel within the entire City. A summary of the land uses in the downtown study area is presented below. The

total land area of the downtown study area is 133.4 acres including streets.

The largest land use is streets, occupying 32.6% of the area. Single family, multiple family, and commercial uses follow in that order representing 25.2%, 17.3%, 14.1% respectfully. A somewhat distorted picture of the downtown area is presented by these figures in that commercial uses only represent 14.1% of the total. This is due to the fact that a relatively large area extending outward from the downtown has been included in the study in order to facilitate a more comprehensive and realistic study.

# EXISTING LAND USE

	Acres	Percent of Total
Single Family	33.6	25.2%
Multiple Family	23.1	17.3%
Commercial	18.9	14.1%
Industrial	7.8	5.9%
Institutional	2.1	1.6%
Park	3. 1	2.3%
Vacant	1.3	1.0%
Streets	43.5	32.6%
TOTAL	133.4	100.0%

#### Zoning:

The overall zoning pattern of the downtown is

basically good. Twenty-three acres are zoned commercial of which nineteen are so developed. Nine acres are zoned industrial of which eight are so developed.

The areas of major concern are in the residential classifications. Only two acres are zoned single family residential although thirty-four acres of single family development exist. Also, nearly fifty acres are zoned for multiple family use of which only twenty-three acres are so developed.

Below is a breakdown of the various zones in the downtown area. Careful analysis of this mix is vital and determinations must be made as to why the seemingly contradictory condition in the residential classifications.

EXIS	TING	$\mathbf{Z}$	ON	ING

	Acres	Percent of Total
R-1	2.0	1.5%
R-2	4.5	3.3%
R-3	45.4	34.1%
R-P	5.8	4.3%
C-1	23.0	17.3%
M-1	9.2	6.9%
Streets	43.5	32.6%
TOTAL	133. 4	100.0%

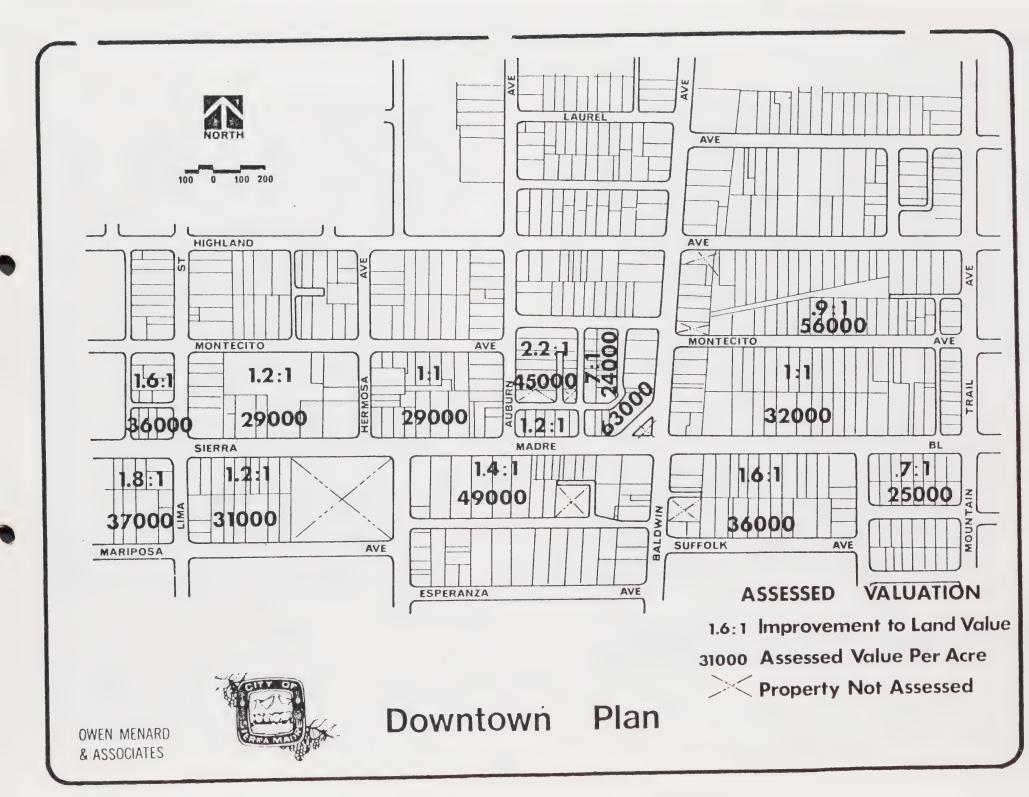
#### Assessed Values:

The assessed values of both land and improvements appear to be quite depressed in the downtown area. These assessments range from a low of \$24,000 per acre in the older residential areas to as high as \$64,000 per acre in the most intensely developed commercial areas. It must be remembered that these figures represent only 1/4 to 1/5 of true market value based on the current rate of assessment; however, they are indicative of the overall condition of the downtown area.

Another significant indication of the quality of development is the ratio of improvement value to land value. Representative of the higher quality development in Sierra Madre is a ratio of three or four to one; in the downtown area the average ratio is only 1.3 to 1 and drops as low as .7 to 1 in the older residential areas. This is a clear indication that downtown Sierra Madre is not approaching its potential highest and best use and that improvements on the land are very marginal when compared to the land value.

# The Plan

The more detailed study of Sierra Madre's downtown permits more precise determinations regarding land uses, circulation, and design than is possible in the overall General Plan.



This greater degree of precision is reflected in the breakdown of land use, circulation systems, and design elements. The Downtown Plan is not conceived as being the ultimate development plan for the downtown, but rather a guide for its revitalization. Development proposals will have to be reviewed in light of changed conditions and accumulated experience as revitalization progresses. STRATEGY MAY FLUCTUATE AND CHANGE MANY, MANY TIMES IN THE YEARS REQUIRED TO ACCOMPLISH REVITALIZATION. THE CREATION OF A PLANNING PROGRAM WITH BUILT-IN OPPORTUNITIES FOR FLEXIBILITY THEREFORE BECOMES IMPERATIVE.

#### Land Use:

Land use is one of the most important factors in the overall functioning of a downtown. The Downtown Plan presents a compact and mutually complementary integration of land uses, as well as the variety essential to provide convenience for the shopper and businessman and to ensure that uses mutually reinforce one another. The wide variety of uses is designed to attract people downtown for a multitude of reasons from shopping and business to attending cultural activities and visiting City administrative offices.

The Downtown Plan map has indicated mixtures of land uses throughout the downtown. The relatively discrete pattern of land uses utilized for the General Plan is too broad in scope to meet the need of the downtown area. The following policies have been followed in the development of the land use plan:

- . There must be a realistic relationship between the land uses provided and the demand for those land uses in the downtown.
- . Land uses must be mutually complementary in terms of location, the types of activity, and their operational characteristics.
- . The downtown should provide a full range of services and products to meet the community needs, rather than a regional need.
- . Revitalization should build upon existing strong downtown activities and civic and cultural facilities.
- . New services and offices in the downtown area should be concentrated and the establishment of competitive locations elsewhere in Sierra Madre must be discouraged.

Major land uses proposals include the development

Amended by Res. 73-87 December 26,1973

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Multiple Family land use shall be restricted to within the boundary of the Downtown Plan prior to expansion to other areas of the Sierra Madre Blvd. plan.

At current and projected growth rates, reclassification of specific sites for R-3 or C-1 should be delayed to a period of between 1976 to 1980 to accomplish recommended land use objectives.

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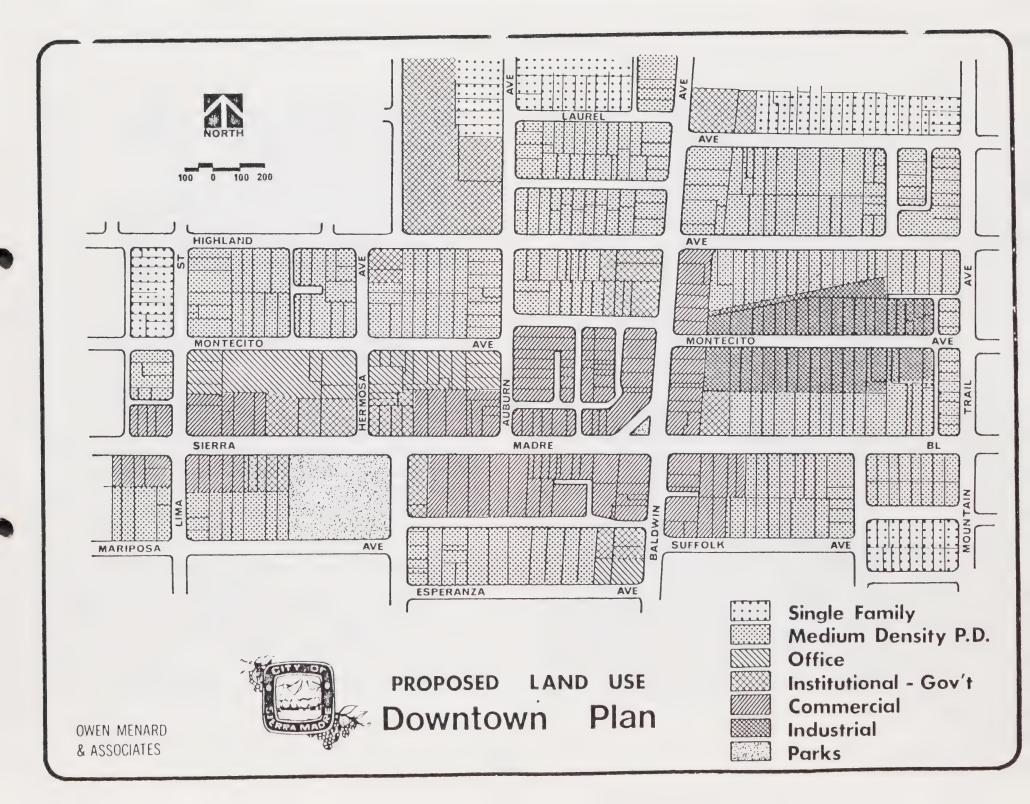
Land uses must be mutually complementary in terms of location, the types of activity, and their operational characteristics

This is, and should remain, the predominant land use in Sierra Madre. The range of densities would be from about two to six dwelling units per net acre, which would require average lot sizes ranging from 7,500 square feet to about 20,000 square feet per dwelling unit. While these units would typically be single family in character, some clustered arrangements would also be desirable provided that the overall density level was not. This greater degree of precision is reflected in the breakdown of land use, circulation systems, and design elements. The Downtown Plan is not conceived as being the ultimate development plan for the downtown, but rather a quide for its revitalization. Development proposals will have to be reviewed in light of changed conditions and accumulated experience as revitalization progresses. STRATEGY MAY FLUCTUATE AND CHANGE MANY, MANY TIMES IN THE YEARS REQUIRED TO ACCOMPLISH REVITALIZATION. THE CREATION OF A PLANNING PROGRAM WITH BUILT-IN OPPORT-UNITIES FOR FLEXIBILITY THEREFORE BECOMES IMPERATIVE.

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of a community shopping center in the Windsor Lane and Montecito Court area, the development of a Civic Center on the periphery of the downtown, not to exclude the present City Hall site, and the expansion of office uses along Montecito Avenue and Sierra Madre Boulevard. These major developments will provide the anchors necessary to stabilize and enhance the downtown area.

#### Circulation and Parking:

Sierra Madre's downtown, with the exception of the intermix between autos and people, has basically a good circulation system. No real points of auto to auto conflict have been discovered that cause any great concern. However, with an increase in population, new construction and overall vitality of the downtown, problems will arise. The proposals indicated in this report are designed to forestall and head off these future anticipated traffic conflicts.

The major circulation proposals include median islands along Sierra Madre Boulevard and Baldwin Avenue, traffic signals at Baldwin Avenue and Lima Avenue, the elimination of Montecito Avenue between Auburn Avenue and Baldwin Avenue and the closing of Kersting Court to create a larger plaza-type pedestrian area. Parking proposals include the determination by the Downtown Action Committee whether

or not to eliminate diagonal parking along Sierra Madre Boulevard and Baldwin Avenue, the coordination of parking lots and better identification of the location of parking lots.

The circulation system forms the backbone around which the structure of land uses are built. For the various land uses to function efficiently and economically, the circulation system must be well coordinated and integrated into the land use pattern. The following policies are indicated as necessary in the revitalization of the downtown:

- . Major traffic carriers shall be as unobstructed as possible.
- . Medians shall be provided to facilitate safe and efficient traffic movement.
- . Medians and parking lots shall be professionally designed and landscaped.
- Parking lots shall be provided in adequate number and shall be conveniently located.
- . Traffic signals shall be located where required.
- . The circulation system must be geared toward ensuring the safety and convenience of the pedestrian.

Design:

The principal design element of the Downtown Plan is the utilization of the intersection of Sierra Madre Boulevard and Baldwin Avenue as a focal point and pacesetter for the downtown. It is here that a central plaza, indoor/outdoor restaurant and supermarket are proposed. Revitalization of the downtown will have little impact or effect if this intersection is not handled in a delicate and inspiring manner.

A design theme should be established that will guide any and all development and/or remodeling of the downtown. Standards and criteria should be established to ensure that quality and compatible development is achieved. Elements should include style, color and texture of materials, precise plans, street furniture, and landscaping details. Design treatment of the downtown must be coordinated and unified if the desired community impact is to be achieved. The following policies are designed to promote a harmonious and aesthetically appealing image for the downtown:

- . Insist upon high quality and compatible development.
- . Require conformance with established design standards and criteria.
- . Emphasize the visual impact of all elements of design.

- . Require undergrounding of all utilities.
- . Require adequate landscaping throughout the downtown.
- Coordinate the design and location of street furniture to ensure integration with the overall downtown environment.
- . Eliminate the visual intrusion of parking lots into the downtown through landscaping and screening.
- . Control and coordinate signs so as to ensure enhancement of the downtown.
- . Utilize improvements as an example in the revitalization of downtown.

# Implementation of the Plan

The rehabilitation of Sierra Madre's downtown may involve many legislative and financial procedures, most of which are presently being used in other California cities. Following is a brief summary of seven programs that may be appropriate in the revitalization of the downtown. This list is by no means complete, but does provide many of the necessary implementation tools.

Community Redevelopment Law:

The State Planning and Zoning Law contains provisions that allow communities to cope with rehabilitation problems that are beyond the scope of capability of the City or property owners. By definition, the Law mentions specifically: "An economic dislocation, deterioration, or disuse, resulting from faulty planning," as one criteria for application of the Community Redevelopment Law. This definition appears to be directly applicable to the situation in downtown Sierra Madre.

The Law further states: "Such conditions tend to further obsolescence, deterioration, and disuse because of the lack of incentive to the individual landowner and his inability to improve, modernize, or rehabilitate his property while the condition of the neighboring properties remains unchanged." It is the intent of this Law to provide the necessary agency through which these and similar problems may be arrested.

The State Redevelopment Law allows the consolidation and public acquisition of parcels in individual ownership in order that replanning may be done, while providing specifically for "owner participation" in the redevelopment and for businesses to re-enter a project area once replanning has been accomplished. Repayment of public redevelopment costs out of the additional tax revenues are derived in the area

from new or rehabilitated development. The Law also allows either the City or a redevelopment agency to issue bonds to finance redevelopment costs. Other available financial tools for public improvement of business areas can be used together with redevelopment to obtain the best overall attack on the downtown problems.

#### Assessment Districts:

Many various assessment acts (such as 1903, 1911, 1913, and 1943) can be utilized in the rehabilitation of the downtown. Special assessments can be used to acquire land for new public rights-of-way for vehicles and pedestrians and to provide off-street parking, landscaping, lighting, and other improvements. Funds obtained through special assessments and funds obtained from special assessment bonds may be transferred to the redevelopment agency for repayment by tax-increment financing.

# Parking and Business Improvement Area Law:

This Law allows the imposition of a special business tax which may be applied broadly to any expenditures intended to improve business in a business district. The funds may be used for a variety of items ranging from the acquisition and construction of parking facilities to general promotional campaigns of the retail trade activities in the area.

Another important aspect for which the funds may be expended is that of securing special planning and economic feasibility studies for improvement of the downtown. Support from the downtown area is mandatory for the continued use of these special tax funds since a protest by a majority of the businesses paying a major part of the taxes can terminate the proceedings.

Federal Urban Beautification and Improvement Program:

Federal grants could be made to assist increased activities to beautify publicly owned or controlled land such as streets, parks, sidewalks, squares, and plazas. The governing body must have prepared and officially adopted an overall beautification program consistent with local comprehensive planning. As a minimum, the local beautification program should include the following elements:

- 1. Statement outlining the scope and objectives of the program including the goals expected to be achieved and the specific steps to be taken to carry out the program.
- 2. A schedule of priorities, in general terms, for the major beautification activities to be undertaken in the next three to five years.

- 3. Description of public and private resources to be utilized in carrying out the program and an indication of the extent and nature of the participation of each agency and organization in the program.
- 4. Description of the measures being undertaken by the locality to encourage the removal of ugly features such as requiring underground placement of utility wires, sign controls, and similar measures.

#### Small Business Administration:

The Small Business Administration makes loans to businesses to promote economic growth at the community level. Loans have been made for the establishment of new commercial development and thus might be available to an organized self-help group of merchants and/or property owners in Sierra Madre's downtown area.

# Mandatory Referral:

Mandatory referral is the procedure by which the Planning Commission reviews all public land purchases or development programs to ensure conformity with the adopted General Plan. Provisions for such referral are contained in State Law.

. Early consultation and review of proposed projects

helps to reduce possible conflicts with planned development. This procedure offers a means of control that minimizes duplication of facilities and will provide for an orderly evolution of the Sierra Madre downtown area.

# Capital Improvement Program:

The Capital Improvement Program is a financial plan that provides an orderly schedule and assignment of priorities for public improvements and projects. Major improvements indicated by the General Plan and/or Specific Plans are placed in a chronological order of planned development according to established priorities, thus coordinating public projects and providing a powerful tool for implementation of the General Plan and Specific Plans. This long term schedule should be reviewed annually along with the General Plan to ensure the greatest compatibility. This compatibility will assure efficient use of public funds by providing a planned relationship of City projects coordinated with private development.

#### Police Power Regulations:

Zoning, sign regulations, and other police power legislation will be essential tools in the revitalization program for downtown Sierra Madre. For example, the Zoning Ordinance may establish development criteria and standards that could be

applied in areas of site plan review, landscaping, parking requirements, and sign control. Such regulations can be used to help improve and protect the character of commercial development in the downtown area while still providing the flexibility and latitude desired by Sierra Madre.

# Summary:

Through the use of all or part of the tools listed above and perhaps even others, the desired end result can be achieved. However, unless there is support by the City and involved property owners and businessmen, any attempt for downtown revitalization will prove to be futile. Only through a combined cooperative effort will revitalization prove to be successful.

# Downtown Immediate Action Program

The following are a series of recommendations regarding the steps which we feel are vitally necessary if progress is to be made in the improvement of Downtown Sierra Madre. They are not magic, for no such thing exists in the development or redevelopment of a city. They are, however, a beginning and their utilization will lead to decisions—decisions to proceed or not to proceed, to create a Community Redevelopment Agency or not to, to establish Improvement Districts or not, etc.

These ideas and opinions will result in programs, not pictures. The era of picture planning (which was most pretty, but regretfully not too successful) is over. Accomplishments are based upon cost/benefits ratios, land versus improvement values, investment capital available, economic opportunities, and the desire to improve a city and the courage to try.

It is a time consuming process and one which invariably leads to conflict and controversy. Such is normal and is expected by we who have made this our business. It has occurred in Sierra Madre in the past, is occurring now and will continue into the future. It is our democratic system and if patience and perserverence and a spirit of cooperation prevail, it can be successful.

# Governmental Action Required:

- . Adopt the Downtown Plan thereby subscribing to the land uses, policies, and programs contained herein.
- . Select and appoint a Downtown Action Committee.
- . Commence a series of conferences of all affected individuals including the Downtown Action Committee, the City Council, City Staff, Chamber of Commerce, Consultant, etc. The purpose of such meetings would

be to mold and create a practical, realistic program which fully recognizes:

- a. The degree of public and private support.
- b. Economic opportunities.
- c. Involvement, reluctance or inertia.
- d. Financial difficulties and risks.
- e. The time span of implementation.
- f. Consultant costs.
- g. The depth of analysis.
- . Concentrate gas tax monies in public improvements in the downtown area when at all possible.
- in such projects or retain consultants to accomplish planning, promotion, public relations, and project guidance. The alternatives are continued failure and financial loss.

# Staff Action Required:

. Investigate and pursue Los Angeles County assistance in public improvements for the

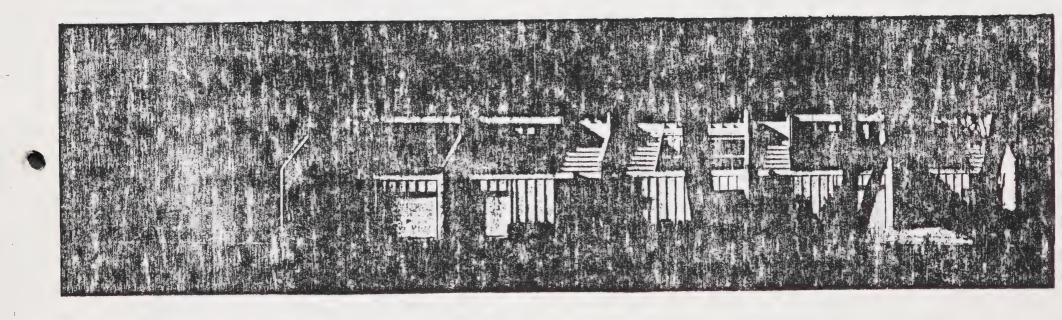
downtown area. Of particular concern would be possible investment in Sierra Madre Boulevard and its beautification.

- developments ERA illustrated as having immediate demand, i.e., a family restaurant, a combination restaurant and cocktail lounge, and a moderately sized junior department store.
- . Immediately contact local HUD executives and pursue Federal assistance.
- Establish specific/unit and block costs of all public improvements such as curbs, gutter, sidewalks, etc., and methods of financing and place in readily available report form.
- Investigate and energetically pursue local bank commitments to assist private improvements.

# Zoning Action Required:

. Declare a moratorium on all downtown and peripheral development until new zones are created, old ones revised and future desired land uses are officially adopted in Specific Plan form.

- Draft a downtown zone which incorporates private improvement incentives, modern quality development standards, sign regulations, and design guidelines and assistance.
- . Draft a Precise Plan ordinance which seeks from the developer the precise design of his project and assures to the City that such will be constructed exactly as approved.
- . Eliminate multi-family units as an allowed use within the RP Zone,



# SIERRA MADRE BLVD PLAN

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# SIERRA MADRE BOULEVARD PLAN

Sierra Madre Boulevard is, needless to say, the main street of Sierra Madre. As such, it is paramount that it presents an image deemed desirous by the citizens of the community. This image must be continually monitored and upgraded in order to preserve a vital and viable downtown.

In the past many proposals and developments affecting Sierra Madre Boulevard have come forth. However, with no overall plan or policy upon which to base decisions, poor development has occurred and good proposals have been rejected. It is hoped that this document, when adopted and utilized, will provide the necessary direction and policy to ensure that the errors of the past are not duplicated and that the path to the future will progress on an ever upward plane.

### The Problem

Traversing the City for over one and one-half miles in an east-west direction, Sierra Madre Boulevard has developed with nearly a full spectrum of land uses. Single family homes, multiple family residential, commercial, office, institutional, and public uses dot the landscape. This has engendered some of the City's charm,

but at the same time has created considerable conflict and incompatible relationships between uses.

Not only is the frontage on Sierra Madre Boulevard affected, but the properties rearing this strip as well. This study will, therefore, concern itself with the area one block north and one block south of Sierra Madre Boulevard, as well as the street frontage itself. In light of the fact that the downtown area has been thoroughly analyzed in the Downtown Plan, this study is limited to the eastern and western extremeties of the Boulevard, that is, from Michillinda Avenue to Lima Street and from Mountain Trail Avenue to the eastern City limits.

The overriding factors involved in this study are twofold—that of protecting the City's single family areas, while at the same time promoting and revitalizing the downtown area. These factors at times may be at odds with one another, however, through this plan and concerted efforts towards its implementation, these conflicts can most assuredly be held to a minimum, and in some instances alleviated to the extent that a more beneficial and compatible situation can be created. Therefore, it is with great confidence and anticipation that the proposals and actions of this report are presented.

# Goals

Unlike the Downtown Plan and the Canyon Plan, there was no citizens' sub-committee assigned the specific task of evaluating and preparing goals for the Sierra Madre Boulevard Plan.

Nevertheless, the work accomplished by both the Residential Quality Sub-Committee and the Commercial, Administrative, and Industrial Sub-Committee has a direct bearing on Sierra Madre Strip and has been used extensively in the development of this plan and program.

#### Residential Quality:

The members of the Residential Quality Sub-Committee had much to say about their particular charge of responsibility. They spent many hours and many meetings discussing what Sierra Madre is, where it is going, what it should be, and how to accomplish their desired goals. The following are brief excerpts from their report which have direct application to this particular study.

1. "Sierra Madre is at present a small, friendly, residential town with a variety of income levels, with certain quaintness and charm springing from its relative oldness and from the circumstance that very little of it is tract development. We should like to keep it this way."

- 2. "We should like to maintain the present single-family dwelling character of the town. This means that the areas zoned for single family dwellings must not be nibbled away at. It also means that if more acreage is required for C-l or M-l or R-P, it must be taken out of R-3--NOT out of R-1."
- 3. "We are well aware that the future of Sierra Madre as a small town depends in part upon its finances. We are aware that the town is already hard pressed to provide the facilities and services necessary to maintain good residential quality and that the property owners feel the burden of high and rising property taxes (though Sacramento, happily, may soon provide some relief in this quarter). We think that every possible source of money should be explored, and if the only reasonable source is found to be an improvement in the property tax base (for which R-1 construction, we understand, is not much help), then and only then--and with reluctance--do we recommend a modest increase in R-3 multiple family dwellings."
- 4. "If more R-3 construction has got to occur to improve the town's financial position, it can occur quite satisfactorily on a total R-3 acreage smaller than we now have. We should like this R-3 construction to be high quality, imaginative, sophisticated, and above all

calculated to improve the tax base."

Commercial, Administrative, and Industrial:

This sub-committee likewise spent many hours studying the downtown and its overall role in the community. They have met many times and have recently taken a position of basic support of the Sierra Madre Downtown Plan.

The major findings of this sub-committee as they relate to the study are as follows:

- 1. "An in-depth study of the future development of certain depressed residential areas within the downtown business district is recommended. The committee feels that these areas are so directly related to the business district development that every effort should be made to direct this development to enhance our business district by providing additional commercial properties or multiple apartment dwellings."
- 2. "In general, expansion was deemed not necessary or desirable and that development should seek its own economic level within the present zoning. The need for zone shifting from commercial to professional or professional to commercial was again not desired as it seemed to violate the independent character of our town. The overwhelming

need, however, was to improve the present areas, and thus encourage the full business and aesthetic potential of our downtown area."

In summary of the citizens' sub-committee works, the following four goals as adopted by the full committee, Planning Commission, and City Council are presented. They, along with other input of the committee, have formed the basis around which the proposals and programs contained herein were developed.

- Sierra Madre should remain a predominantly residential community of approximately 15,000 persons with a very sensitive approach to the type, amount, and placement of all multi-family developments.
- New, modern ordinances relating to zoning, signs, housing, living conditions, and structure rehabilitation should be adopted and stringently enforced.
- Downtown Sierra Madre should not be expanded, should retain its village atmosphere, be human in scale, be guided in improving its appearance through color, material, and texture selection, and should cater to community and specialty uses rather than regional needs.
- Depressed residential areas on the periphery

of the downtown should be redeveloped in a manner which will enhance the economic climate of the business district.

The foregoing is a beginning, however, the real challenge remains in how these goals can be combined and translated into a plan and program to the mutual benefit of all concerned. It is hoped that this plan accomplishes such while remaining objective and giving due justification to those citizens who devoted so much time and energy in the effort to guide and direct the future of their community.

# **Existing Conditions**

This section will be brief in that the real issues of Sierra Madre Boulevard revolve around land use, zoning, and proper development standards. However, to present a better understanding of the area involved, an outline of existing land use and zoning patterns is presented.

# Land Use:

The west end of Sierra Madre Boulevard between Michillinda and Lima is composed primarily of apartment development along the frontage and single family residential development to the rear fronting on Montecito and Mariposa. For the most part, these are relatively small

developments constructed on single lots.

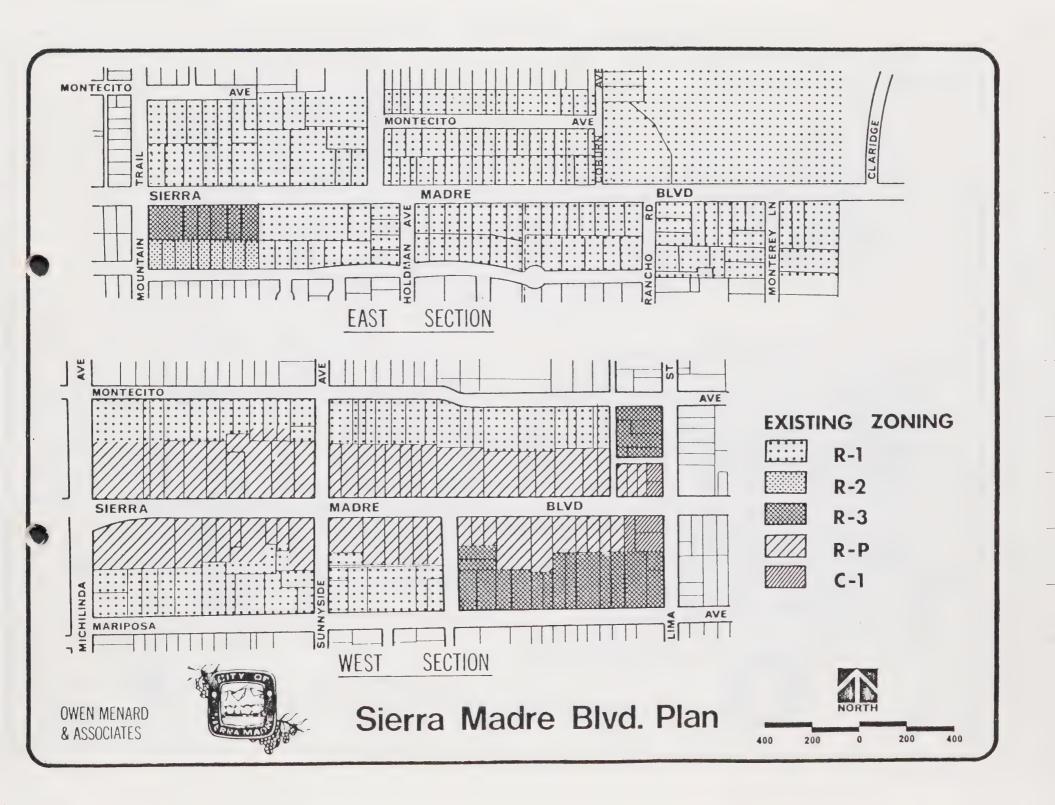
Interspersed with the apartments are single family residences, limited offices, institutional, and some commercial uses. The quality of development at first glance is good, however, closer inspection reveals many areas of poor design. Also, areas of large lot single family residences are suspect as to their longevity.

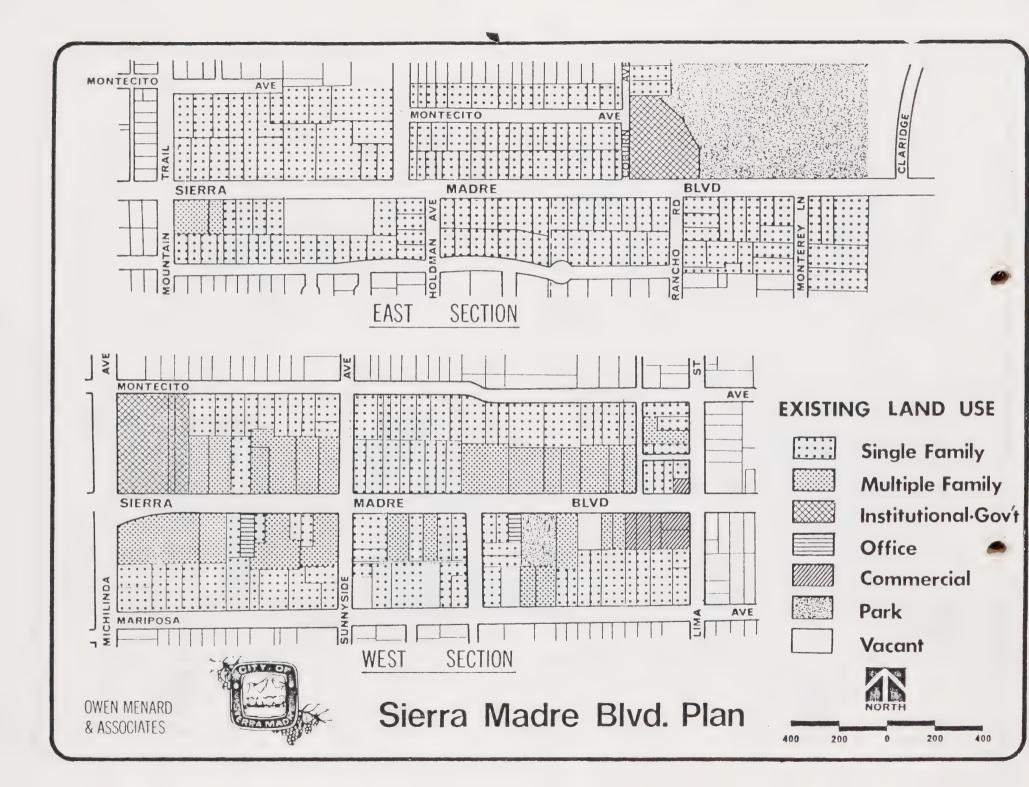
The east end of Sierra Madre Boulevard from Mountain Trail to the eastern City limits is predominantly single family residential with only one apartment complex located there. While most residences are quite substantial in character, areas of large lot single family residences and vacant land exist.

Located in the eastern extremity of the Strip is the City's fine community center. Also found here is a small cemetery.

# Zoning:

The west end of the study area is basically zoned R-P (Residential-Professional). Along the Sierra Madre Boulevard frontage, the only exception is the intersection with Lima Street which is zoned C-l. Although zoned R-P, the area has developed almost entirely as multiple family, as indicated above, primarily due to its obvious demand and the fact that the R-P Zone allows apartments.





The areas to the rear of the R-P Zoning are either R-1 or R-3.

The eastern portion of the Strip is zoned R-1 with the exception of approximately 500 feet of frontage just east of Mountain Trail which is R-3 rearing upon a small area of R-2.

Existing land use and zoning provide the basics in determining future land use, however, they should not be viewed as iron clad or unchangeable, but rather as parameters within which to plan and program. Community goals, desires, and needs, as well as changing life styles, economics, and technology must be considered in an area's overall evaluation and planning.

# Proposals

The alternatives for future development of the Sierra Madre Strip are relatively simple. In the broad categories of land uses, four major uses present possibilities—single family, multiple family, office, and commercial. Taking them in reverse order, we shall investigate each one's potential.

#### Commercial:

The economic analysis prepared for the City by ERA (Economics Research Association) clearly

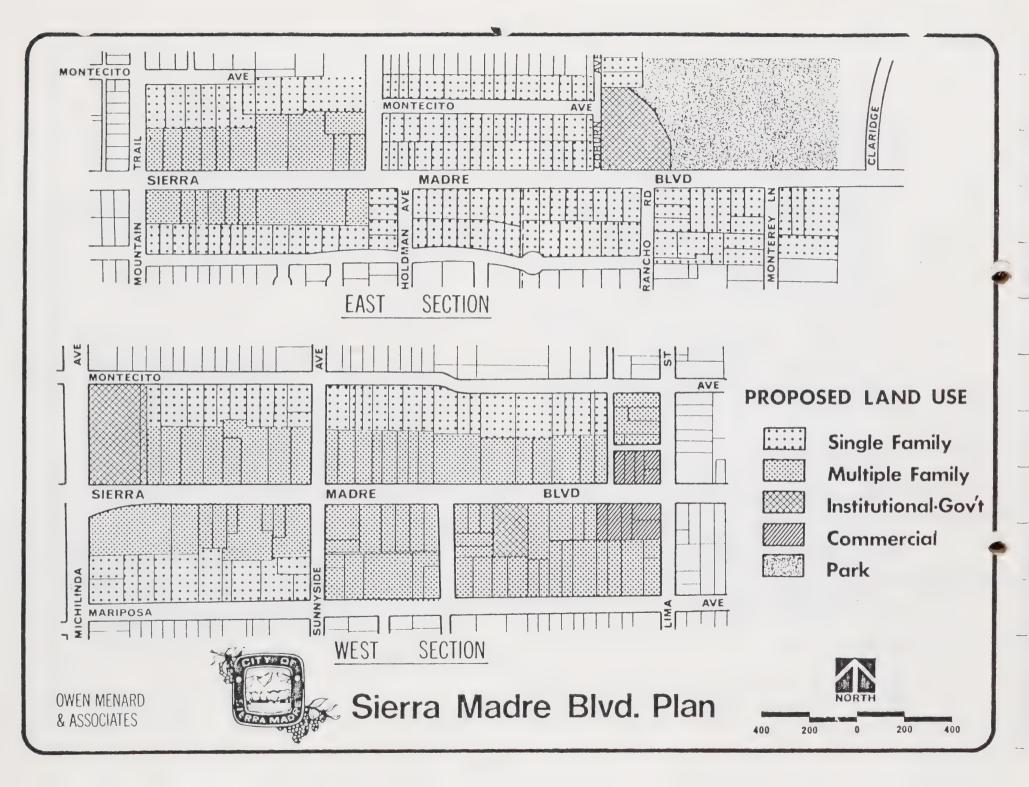
indicated only a limited commercial potential for Sierra Madre. Also, it has been quite positively stated by the commercial sub-committee, based upon our recommendation, that it is undesirable to expand the commercial entity of the community beyond its present bounds. Thus, based upon the above and other sound planning principles, additional commercial expansion is not deemed appropriate along Sierra Madre Boulevard.

#### Office:

Again, ERA has indicated only a very limited demand for additional office space. It is anticipated that the most appropriate location for such is the area fronting Montecito Avenue between Lima Street and Auburn Avenue as indicated in the Downtown Plan. Therefore, this major classification of land use is also eliminated from the realm of realistic possibilities along Sierra Madre Strip.

# Multiple Family:

Much of the west end of the study area has already developed as multiple family residential. Although zoned for both offices and apartments, the market has dictated apartments rather than office uses. This further substantiates ERA's findings as indicated above as to the limited demand for offices in Sierra Madre.



The downtown should provide a full range of services and products to meet the community needs, rather than a regional need.

Revitalization should build upon existing strong downtown activities and civic and cultural facilities.

New services and offices in the downtown area should be concentrated and the establishment of competitive locations elsewhere in Sierra Madre must be discouraged.

Major land uses proposals include the development. ERA further indicates a need for some convalescent hospital, rest home, and retirement center type of multiple family development. This in addition to highly planned and sensitively developed multiple family residential ia a most appropriate use along the Strip where present multiple family exists and where age of single family structures and lot configuration warrants. Reclassification of land use within the Sierra Madre Blvd. Plan must demonstrate a clear public need and be considered only after substantial completion of the goals of the Downtown Plan. Projected growth would preclude reclassification of any areas of the planned land use prior to a period of between 1976 to 1980 and would restrict development to existing zoning. The R-3 Ordinance defines criteria for evaluation of any requested reclassification

Amended by Res. #73-87
December 26,1973

SINGLE FAMILY:

Although Sierra Madre Boulevard is the major street in Sierra Madre, its traffic volumes do not reflect that of a typical major artery. Substantial single family residential could exist in this situatuon withour too much conflict in the foreseen future. However, in areas that have existing multiple family developments, or in which the longevity of the single family unit is suspect, it is doubtful if existing single family development can survive the environmental and economic impacts of the future.

THE MAJOR ISSUES ARE, THEREFORE, THOSE OF PROTECTING EXISTING SUBSTANTIAL SINGLE FAMILY AREAS, ENSURING QUALITY IN ANY NEW DEVELOP-MENTS, ENHANCING THE ECONOMIC VITALITY OF THE DOWNTOWN AND CREATING A LIVING ENVIRONMENT EQUAL TO IF NOT BETTER THAN THAT EXHIBITED BY THE CHARM AND CHARACTER OF SIERRA MADRE TODAY.

The following plate graphically depicts the foregoing in terms of specific land use allocations. The concepts and philosophies given above are utilized in making specific determinations, however, the steps contained in the following section on implementation are mandatory in realizing the implications of the proposals and must be accomplished prior to any new development or redevelopment if the goals of the citizens are to be fulfilled.

Action Program

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# Action Program

The first step in the ultimate planning and programming of Sierra Madre Boulevard Strip is the adoption of this Sierra Madre Boulevard Plan as the policy guide in evaluating future proposals and events. Not only will it provide the necessary framework upon which to base decisions, but also it will indicate specific planning tools by which to achieve its intent and the citizens' desires.

State law contains provision for such a Specific Plan as a more definitive statement of the General Plan. It is a device little used in California cities today, but one that can accomplish more in the long run than most planning aids if

public and private commitment is engendered and heeded.

Secondly, the creation and adoption of a relatively low density (twelve to fifteen units per acre) multiple family zone commensurate with the goals and desires of Sierra Madre is mandatory if this plan is ultimately to be successful. Briefly, this zone should be innovative, comprehensive, and should strive to guarantee high quality.

More specifically, the zone must contain criteria and standards sufficient to ensure compatibility with adjacent development. Criteria would include such items as General and Specific Plan compliance, location parameters, adequacy of utilities, and demonstrated public need.

Standards would involve, in addition to the typical (lot size, yards, parking, permitted uses, density, height limits, etc.), maximum lot coverage, outdoor living space, landscaping, walls, refuse storage, lighting, mechanical equipment screening, laundry facilities, signs, etc. Of particular importance is the absolute necessity of specifying a lot size adequate to provide today's modern amenities such as offstreet parking, recreational areas, etc. The area designated as multi-family on the plan is currently subdivided for single family utilization. Lot consolidations of these typically sized

single family lots must be dictated if quality apartments meeting today's needs are to be allowed.

Above all, protection of adjacent single family residential areas and the creation of high quality living environments in and around new multiple family developments must be the end result. Zoning must not be given away, but rather utilized as an enticement to achieve desired development.

Thirdly, the development of a Precise Plan of Design Ordinance is a must in order to ensure compliance with a newly created multiple family zone. This ordinance would provide the City with a review process through which development plans may be analyzed and presented in public hearings to ensure ordinance compliance. This is a tried and true procedure which can apply not only to multiple family development, but also to other critical uses throughout the City.

Combined, the above three planning aids will provide the necessary direction and guidance through which community goals and aspirations can be fulfilled.

#### CANYON PLAN

The Sierra Madre Canyon area has long been of concern to its residents as well as the City's citizenry in general. Subdivided as a mountain retreat in the 1920's and 1930's, this area presents many problems that do not exist in more typical subdivisions. The lots are small; streets are narrow; the terrain is rugged; fire and flood hazard is high; and public facilities are below minimum. These are but some of the physical problems facing the canyon area today.

This plan will analyze these problems, investigate possible solutions, propose changes, and indicate the necessary tools to implement those changes. The goals and objectives represented in this plan are those of the City's Citizens' Advisory Committee and hopefully the proposals contained herein are a true and realistic reflection of those goals.

The plan in and of itself is not a blueprint or prophecy of the future, but rather a guide and policy statement to direct the future of the canyon area. It will not implement itself. Implementation will require a concerted effort and commitment of all concerned. The citizens will have to support its recommendations, and the City will have to make commitments both financially and philosophically if this or any plan

for revitalization and improvement of the canyon area is to be realized.

# Goals

The General Plan Citizens' Committee spent several months studying the canyon area and developing possible solutions to the array of problems existing there. The following three major goals are a direct result of the committee's work. They are admittedly broad goals and have been adopted by the Citizens' Committee, Planning Commission, and City Council to provide a framework upon which to develop the Canyon Plan.

- . Special ordinances recognizing the unique characteristics and problems of Sierra Madre Canyon should be drafted and adopted. These ordinances should be structured to retain the many fine qualities of the area while establishing both short and long range plans and procedures for private and public improvements.
- A commercial and community center focal point should be created in the Sierra Madre Canyon.
- . The severe flood and fire hazards presently existing in the Sierra Madre Canyon must be arrested through increased debris retention

additional flood water controls, addition of entrances and exits to the canyon, and improvement of interconnecting street links facilitating both auto and pedestrian movement.

The committee's work went into far greater depth than is represented by the above three broad goals. The following are some of the more significant additional recommendations given consideration and deemed vital for incorporation into this plan.

- . Any new channel should be the aesthetic equivalent of the existing facility.
- . Additional debris retention behind the dam must be provided.
- Maintenance and repair of the existing stream bed and cleaning of the debris basin should be done on a regular basis.
- . Lotus Lane (presently in disrepair) should be improved, made safe for heavy equipment, and used for additional ingress and egress.
- . The existing pedestrian walkways—
  Lupin Trail (now overgrown), Holly Trail,
  and Brookside Path—should be improved, and
  and a new trail or stairway should connect

Brookside with the County road to dam.

These additional pedestrian trails could prove invaluable in the event of a major catastrophe that necessitated the abandonment of cars.

- . There should be no major widening or straightening of streets since curves ensure against excessive speed. Conventional curbs and gutters are not desired.
- Parking should be concentrated in a special area (such as site of Old Time Market).
- . The City should investigate methods of converting lots with existing substandard housing into parking areas when houses are removed.
- The City or residents should purchase the existing vacant lots perhaps through formation of a parking district.
- . A channel covering in the vicinity of Cottage Market could possibly provide additional parking.
- . A minimum of two off-street parking places per dwelling unit is recommended for all new construction.
- Landscaping of parking lots and screening

of cars from sight should be a must.

- Elimination of illegal multiple units (those bootlegged in since enactment of zoning ordinances) could alleviate a severe problem.
- Turn-around areas should be developed at the top of lower Brookside and the bottom of middle Brookside.
- Sunnyside Lane, now a private road, should be made a dedicated street.
- There is general agreement on the desirability of preserving the existing "rustic" atmosphere as much as possible, while at the same time arresting the present trend toward deterioration.
- The canyon should be treated as a separate entity, a sub-unit of the City with special zoning designed to meet the special needs of the area. Creation of a canyon zone to provide for renewal of property, consolidation of lots, and the siting of buildings on lots to obtain the best land use (not to imply building over the entire site).
- The committee agreed that the canyon needs a focal point and endorsed a previous Canyon Committee recommendation: a

village center in the vicinity of the present Cottage Market. The facility should include a meeting place and/or park and playground area.

- A park should be developed in the vicinity of Gwendolyn Becker's property (Parcel 23572 and Lot 7 and 328 and 329 of Canyon tract).
- . An area should be opened behind the dam for recreational purposes. The committee would wish the area to remain wilderness and recognizes that it would have to be closed at certain times of the year.
- . It is suggested that the City should immediately seek expert advice to determine how present flora can be preserved and a replanting program begun.

# Summary of Proposals

Since the problems of the Sierra Madre Canyon area are many, so are the possible solutions. It is necessary to delineate these possibilities and establish priorities on those that will most benefit the area and its residents. To improve its vitality and guarantee an attractive and healthful living environment, the following proposals and their implementation are deemed desirable.

The Canyon Sub-Committee has reviewed these proposals and established priorities as to their desired and feasible order of action.

# CATEGORY I - IMMEDIATE ACTION

- . Improve Sunnyside Lane between Brookside Lane and Woodland Drive.
- . Require dedication of all streets.
- Encourage the use of Canon Drive as a secondary access to the lower canyon area.
- . Develop Sturtevant Drive in the Lotus Lane area as another point of ingress and egress to the eastern canyon ridge.
- . Develop sewer facilities as per City Engineer's Sewer District Report.
- . Create new zones to be applied solely to the canyon area.
- Initiate a housing code enforcement program.

# CATEGORY II - LONG RANGE

. Consider extending a new street between Brookside Lane and Woodland Drive approximately midway between Sunnyside Lane and the existing market.

- Develop one neighborhood playground park.
- Develop trails to supplement the street system and to link the proposed park to the Community Center.
- . Develop a commercial and community center in the vicinity of the existing market.
- . Widen all streets to a minimum of twenty-five feet if at all possible.

# CATEGORY III - COORDINATION WITH RECONSTRUCTION OF CHANNEL

- Develop the channel in an open nature protecting its rustic qualities and covering it only as necessary.
- . Connect Brookside Lane.
- . Make Brookside Lane two-way; if this proves to be unsuccessful, make it one-way southbound.
- Cover channel as necessary to complete adequate circulation and to provide additional parking in strategic locations.
- . Provide off-street parking bays where appropriate.

Relocate Woodland Drive over the channel between the existing market and Sturtevant Drive.

The following two items were considered to be extremely important in the overall development of the canyon area. They are of such a nature that they are overriding factors and don't fall into the categories of priorities.

- The existing single family character should be maintained and the density of the area lowered if at all possible.
- . Treatment of the channel should be in keeping with the rustic qualities of the canyon and the unique setting; quality, and flora of the area must be protected.

# Definition of Problems

Sierra Madre Canyon is and will continue to be a very unique area within the City of Sierra Madre. The problems are many and complex, thus possibly giving insight as to why little has been accomplished even though numerous studies have been undertaken. It is the purpose of this plan to identify these problems and to make recommendations as to their solutions and to propose possible means to carry them out.

The following is a summary of the basic problems that were found. It by no means is complete, but it does provide a framework around which to design a successful program of revitalization and upgrading.

- . The circulation system leading into, around, through, and out of the canyon is extremely poor.
- . Many substandard and deteriorating houses exist.
- . The existing flood control facilities are marginal at best and present a potential flood hazard.
- . Compounded by factors previously listed, an extreme fire hazard exists.
- . There are no parks or other community facilities in the area.
- A general lack of parking spaces exists.
- The overall environmental quality of the area is declining.
- . The canyon lacks any community focal point.

If Sierra Madre Canyon is to continue as a place in which to live in a safe and desirable fashion, the above problems must be appropriately dealt with. The first priority must, therefore, be that of making the canyon a safe place in which to live. Secondly, the area must be made to afford its inhabitants normal services and facilities.

# **Existing Conditions**

Sierra Madre Canyon is, as the name would imply, a canyon area nestled at the base of the Sierra Madre Mountains. As such, it possesses both the advantages and disadvantages associated with development in mountainous terrain. The setting is ideal for those choosing to locate in the foothills while to some degree the quality and standards of development have suffered.

The canyon consists of really three distinct areas, not just one. The floor, the east face and ridge, and the west face and ridge comprise the total known as Sierra Madre Canyon. Each of those have their own particular advantages and disadvantages, but the canyon floor is by far the most critical area of concern. Therefore, this report will deal mostly with the canyon floor while at the same time not losing sight of the fact that in reality all three areas directly influence one another.

For the purpose of this study, the existing

conditions of the canyon area will be analyzed in three sections: housing, circulation, and public facilities. Each subject matter, though treated separately, is only one element in the total. What exists in one is reflected in the other.

#### Housing:

In general, housing in the canyon is of marginal quality. Of the 423 total units, 185 (44 percent) were classified as deteriorating and 32 (8 percent) as dilapidated. The thirty-two dilapidated units represent sixty-eight percent of the City's forty-seven total such units. All of these are located in the canyon floor with the vast majority of the deteriorating units located either in the canyon floor or on the east wall and ridge.

This area can be considered the City's biggest housing problem. The great asset that once existed here is rapidly deteriorating into the community's greatest liability. When subdivided in the 1920's as a community of vacation retreats, lax subdivision controls permitted the canyon to be developed with improper lot patterns and sizes unsuited to hilly terrain. The lots are extremely small with homes, from general appearance, precariously perched thereon. Densities are most assuredly far above the normal for single family developments, and therefore create unity, traffic and noise problems.

However, the very items which are physically disturbing are exactly the elements which give the area its charm and unique atmosphere.

#### Circulation:

The local street pattern in the canyon developed in response to sloping and hilly terrain. Its shortcomings, which are obvious, resulted from early real estate practices which developed limited areas to a maximum extent with little or no thought to further development or connections to other parts of the community.

Streets range from dirt roads to those with acceptable modern standards. Some, originally laid out to apparently give access to summer cottages or isolated homes, are too steep, twisting and narrow for convenient and safe use of automobiles and the demands of increased usage.

In most areas parking is a problem due to narrow pavement width and lack of on-site parking spaces.

Perhaps the most significant shortcomings in the total system are the lack of proper cross connection from one area to another and the restriction of only one ingress and egress point into the canyon itself. In the case of an emergency, safe evacuation would be virtually impossible.

#### Public Facilities:

#### Sewerage -

The Sierra Madre Canyon until recently was the major exception to the City's fine sewage system in that no facilities had been constructed. There has been, however, recent Council action to proceed with a sewer district in the canyon. Costs will be high on a comparative basis, but the area will benefit in the long run. Such costs are due to: 1) the very unique topography; and 2) the natural rock conditions which prevail. The per unit cost is, therefore, estimated by the engineers to be approximately \$1,428 per dwelling unit. It is apparent, however, that due to overflowing cesspools and the dense population which exists in the canyon that a solution is demanded. The sewer facilities presently being constructed will most assuredly improve the quality of life in the canyon.

# Storm Drainage -

Rainfall averages twenty-one inches annually. In the past fires in the San Gabriel Mountains have denuded the watershed and subsequent rainfalls have created great problems for Sierra Madre as a result of the sloping terrain and the high velocity of runoff in concentrated quantities.

As a result of past storm damage, Sierra Madre Canyon Dam was constructed to provide some protection for the residential areas to the south.

Due to advanced engineering effort and support of the public of Los Angeles County, a great deal of flood control work has been accomplished throughout the County with Sierra Madre receiving considerable attention in the handling of their storm drainage. However, the channel leading southward from the Sierra Madre Canyon Dam remains a critical point of discussion. Constructed of rock and masonry, the channel is quite attractive through a good deal of the residential area of Sierra Madre. Recently the Army Corps of Engineers proposed to reconstruct it in order to handle higher quantities of flow. This construction was to be typical reinforced concrete which the citizens of the canyon violently opposed as aesthetically unsatisfactory. Through a concentrated effort, they were successful in blocking immediate construction of the channel in the form suggested.

Preservation of the appearance of the Sierra Madre Canyon stream is obviously very important to the people of Sierra Madre, but the need for a reconstructed channel appears eminent. We believe that any solution must result in an attractive channel, and therefore are in complete agreement with the attitudes demonstrated by the canyon's citizens.

Other -

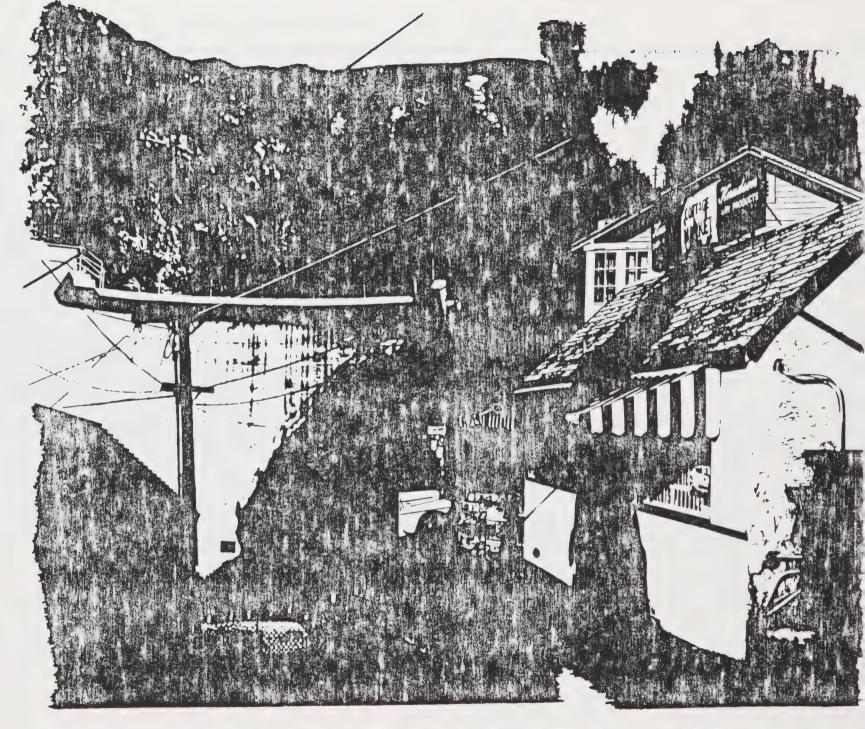
Except for a fire station, no parks, schools, or

other community facilities are located in the canyon area, which houses an estimated 1,500 people. Water lines in the area are obsolete and when combined with the lack of access and the typically dry condition of the natural vegetation, an ever hazardous potential fire condition exists.

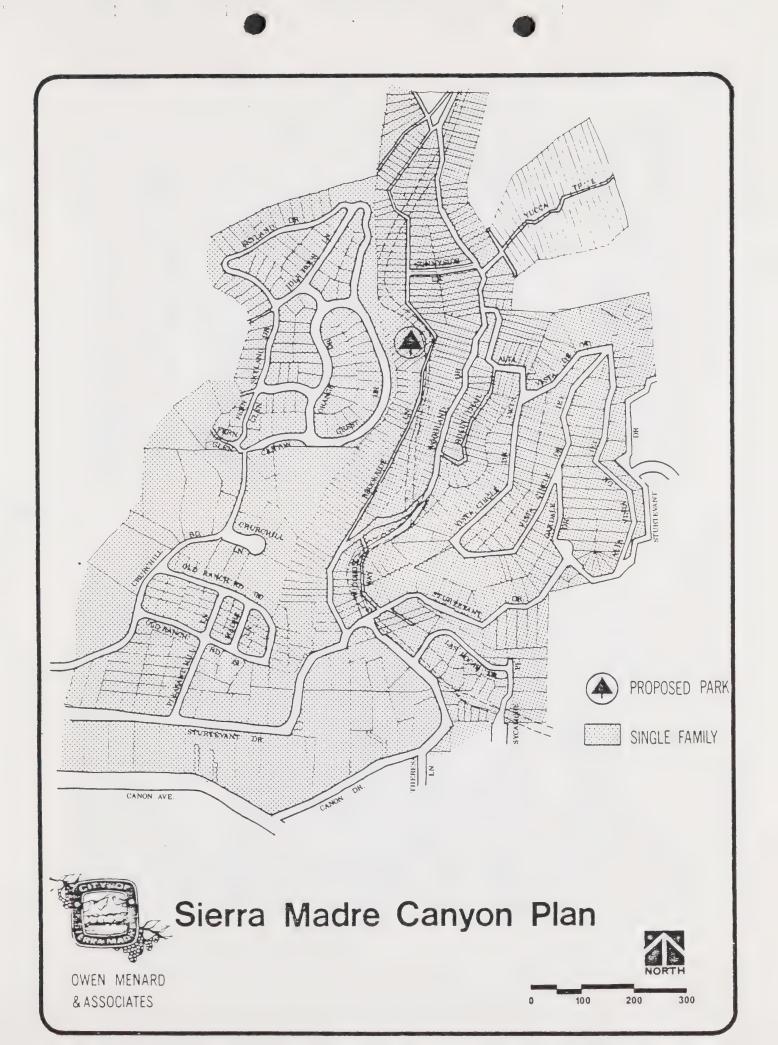
# Proposals

Many ideas and proposals have been brought forth regarding the present condition and future outlook of the Sierra Madre Canyon. Some have been sound and logical and some have not. The most important single factor is that none have as yet been implemented. All the reports that can be written and all the ideas that can be presented will be rendered useless unless steps are taken to ensure their effectuation.

This section delineates several proposals that are the result of many hours of investigation into the existing conditions in the canyon, the goals and objectives as presented by the Citizens' Committee, the feasibility and effect of each proposal and the various tools available by which to carry them out. They are intended to serve as a policy guide and development framework by which the canyon can become a safer and more functional place in which to live, while still retaining the beauty and charm which is so in evidence.



# CANYON PLAN



Land Use:

The major land use proposals include: maintaining the existing single family character and density, development of a commercial and community center, and the creation of new Zoning Ordinance classifications to apply solely to the canyon area and its unique situation with particular attention upon abatement and nonconforming uses.

The rustic mountain retreat appearance is what brought many of the canyon residents to the area. It is a quality that few Southern California cities can boast and is well worth preserving. If apartments or other high density forms of housing are allowed to precipitate in this area, its rustic single family nature will be lost forever. The existing density is high now when compared to more typical single family areas and should not be allowed to increase. Subdivision of larger lots or the addition of new units on existing developed lots should be prohibited.

Another area of residential concern is the gradual deterioration that is taking place. At present, eight percent of the housing units are considered dilapidated with a potential of another forty-four percent also becoming dilapidated. Steps must be taken to remove those that are presently dilapidated and revitalize those that

are deteriorating. To ensure that this is accomplished in a just and orderly manner, a code enforcement program is proposed. Federal grants are available to assist in this type of program which is briefly defined in the implementation section.

A commercial and community center focal point has long been a desire of many canyon residents. The existing market and old lodge have attempted to fill this need in the past, but have fallen short. To create a centrally located community focal point would give the canyon area a deeper sense of community and would serve a useful purpose in providing a place to purchase daily goods and a place for recreation and community gatherings. Adequate population exists to justify a small neighborhood center, i.e., grocery store, drugs, laundry, etc.

The area of the existing market is the proposed site of the new commercial and community center. Redesign of the street layout with the utilization of the channel and the combining of several parcels lends itself to a functional and unified design.

To ensure that the objectives of this section are met, it is essential that new Zoning Ordinance classifications be created. Zones specially designed to apply only in the canyon area are imperative. They should contain development

standards and criteria that will ensure the desired quality and aesthetics appropriate for the canyon. The desires of the canyon residents should not be compromised for the sake of profit motive.

#### Circulation:

The circulation system (or the lack thereof) in Sierra Madre Canyon is almost beyond belief. Access is poor; streets dead-end where they should connect; streets are extremely narrow; parking spaces are few; improvements are substandard, etc. The following is a list of proposals that will help to alleviate many of the circulation problems in the canyon. It must be recognized, however, that some of the problems are so inherent to the canyon area and its unique type of development that solutions are uneconomical and unrealistic.

- . Connect the upper and lower portions of Brookside Lane providing channel crossings as necessary. This will provide a more complete access to those houses fronting Brookside Lane and will facilitate a secondary escape route in the event of an emergency.
- . Improve Sunnyside Lane and consider extending a new street between Brookside Land and Woodland Drive approximately

midway between Sunnyside Lane and the existing market site. When combined with the proposal above, this would create three complete loops of traffic movement in the lower canyon area which would greatly enhance the accessibility to many homes in the area.

- Widen all streets to a minimum of twenty-five feet if at all possible. Only in isolated situations (Brookside Lane and Fern Glen) does this appear to be impossible. Twenty-five feet allows for the safe passage of cars, but does not allow for on-street parking and the maintenance of two travel lanes simultaneously. Parking bays should, therefore, be provided wherever possible and a minimum of two on-site parking spaces should be required for all new housing units.
- Require dedication of all streets serving the general public to facilitate their proper maintenance and allow for police patrol, emergency vehicles, and service equipment. Private streets that serve more than five units should not be allowed.
- Encourage the use of Canon Drive as a secondary access to the lower and east canyon area. Sturtevant Drive is overburdened and surely will not suffice in an

emergency situation.

- Develop Sturtevant Drive in the Lotus Lane area as an ingress and egress point for the eastern canyon ridge. Presently, only Sturtevant Drive and Canon Drive provide ingress and egress for approximately 250 homes. If their juncture were to ever be blocked, egress would be impossible from these homes.
- Relocate Woodland Drive over the channel between the existing market and Sturtevant Drive. This would allow the development of the commercial and community center on a larger and more unified area than now exists. It would also add another severely needed access point to the canyon floor.

#### Public Facilities:

Public facilities are virtually non-existent in the canyon. There are no parks, no schools, and many other typical facilities are not present. The following proposals are an attempt to provide the canyon resident equity in the line of public facilities.

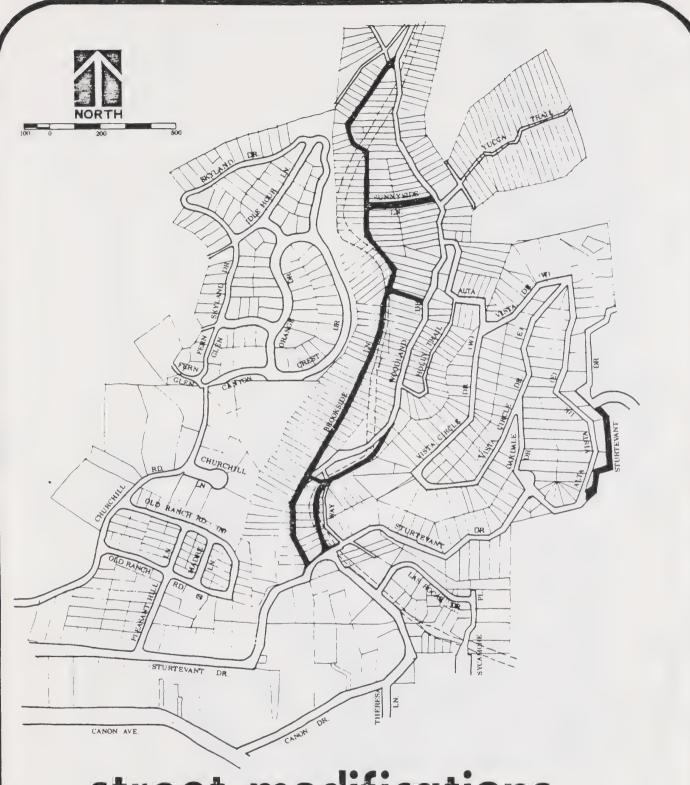
Development of a centrally located neighborhood playground park which would be easily accessible to the three district areas of the canyon is proposed. The General Plan map shows its proposed general location.

The channel is another problem that has long been of concern to the City and canyon residents as well as the County. Many proposals have been made, but none have been implemented. It is not the purpose of this report to debate the merits of these proposals, but rather to propose alternative suggestions as to how the channel could be treated and what in our judgment is the most acceptable. The following sketches indicate possible treatment of the channel.

Development of the channel should be open in nature, covered only as necessary for streets and parking with its rustic qualities protected at all costs. An improved channel is, however, necessary and must be provided, but not at the sacrifice of the aesthetic qualities of the existing channel. Design type "B" is, therefore, proposed in all areas where the channel will remain open.

Protection of the unique setting, quality, and flora of the Sierra Madre Canyon is the key to any and all proposals for improvement of this exciting natural environment.

# Implementation

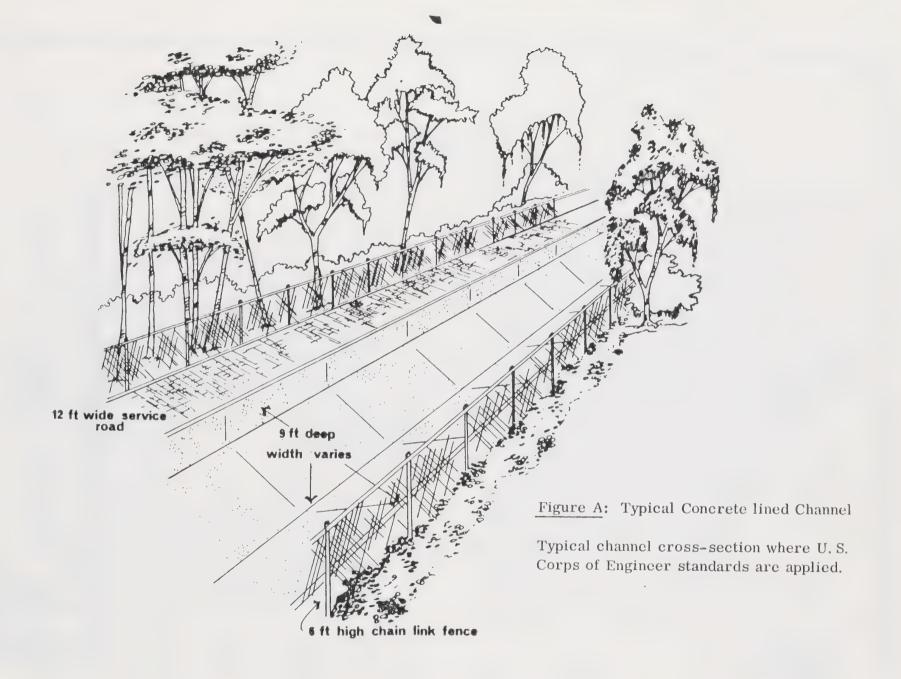


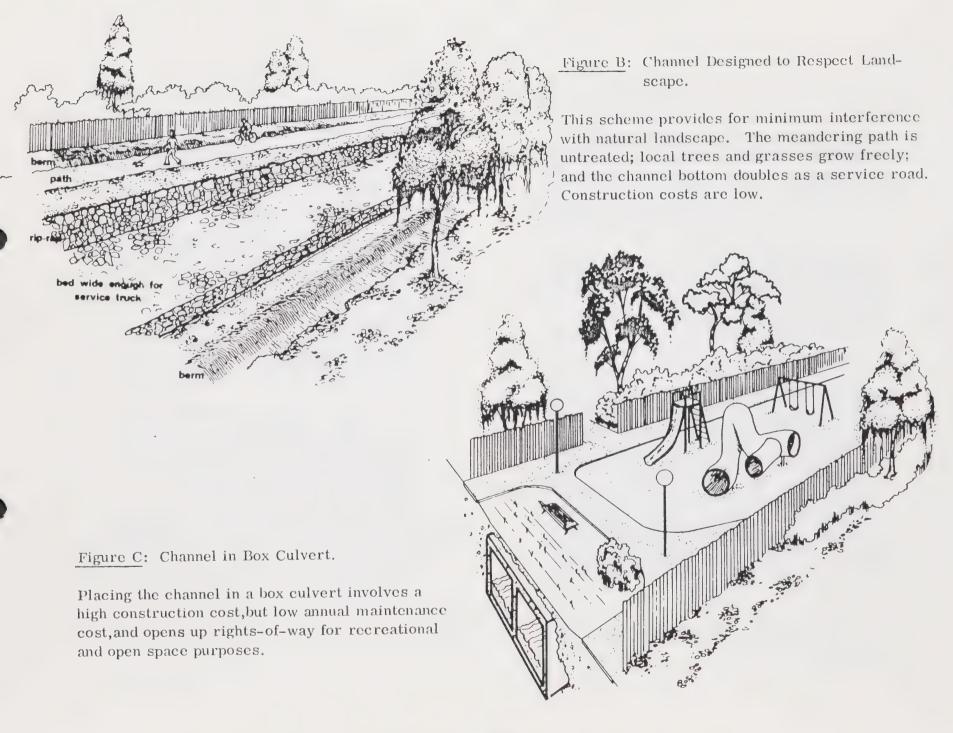
# street modifications



sierra madre canyon plan

> OWEN MENARD & ASSOCIATES





The preparation and adoption of a plan is but a first and most basic step toward effective community development. Desirable development and improvement will not occur, however, unless the policies and proposals of the plan are accompanied by a set of implementation techniques with a commensurate desire on the part of the City and its citizens to utilize such to the fullest. In the Goals and Proposals sections of this plan, many provisions for the improvement of the Sierra Madre Canyon area have been put forth. The following implementation tools and techniques are some of the means through which this plan can ultimately be accomplished.

#### Assessment Districts:

Many various assessment acts (such as 1903, 1911, 1913, and 1943) can be utilized in the rehabilitation of the canyon. Special assessments can be used to acquire land for new public rights-of-way for vehicles and pedestrians and to provide off-street parking, landscaping, lighting, and other improvements. Funds obtained through special assessments and those obtained from special assessment bonds may also be transferred to a Redevelopment Agency for repayment by tax-increment financing.

Federal Urban Beautification and Improvement Program:

Federal grants could be made to assist increased activities to beautify publicly owned or controlled land such as streets, parks, squares, and plazas. The governing body must have prepared and officially adopted an overall beautification program consistent with local comprehensive planning. As a minimum, the local beautification program should include the following elements:

- 1. Statement outlining the scope and objectives of the program including the goals expected to be achieved and the specific steps to be taken to carry out the program.
- 2. A schedule of priorities, in general terms, for the major beautification activities to be undertaken in the next three to five years.
- 3. Description of public and private resources to be utilized in carrying out the program and an indication of the extent and nature of the participation of each agency and organization in the program.
- 4. Description of the measures being undertaken by the locality to encourage the removal of unsightly features such as requiring underground placement of utility wires, sign controls, and similar measures.

Capital Improvement Program:

The Capital Improvement Program is a financial plan that provides an orderly schedule and assignment of priorities for public improvements and projects. Major improvements indicated by the General Plan and/or Specific Plans are placed in a chronological order of planned development according to established priorities, thus coordinating public projects and providing a powerful tool for implementation of the General and Specific Plans. This long term schedule should be reviewed annually along with the General Plan to ensure the greatest compatibility. Such compatibility will assure efficient use of public funds by providing a planned relationship of City projects coordinated with private development.

Police Power Regulations:

Zoning, sign regulations, and other police power legislation will be essential tools in the revitalization program for Sierra Madre Canyon. For example, the Zoning Ordinance may establish development criteria and standards that could be applied in areas of site plan review, landscaping, parking requirements, lot sizes, and setbacks. Such regulations can be used to help improve and protect the character of commercial and residential development in the canyon while still providing the flexibility and latitude desired by its residents.

Code Enforcement Grants:

The Housing and Urban Development Act of 1965 provides grants directly to municipal governments to cover part of the cost of concentrated code enforcement programs and public improvements in designated areas of the locality. The federal grant could be two-thirds to municipalities over 50,000 population and three-fourths to municipalities under 50,000 population.

To be eligible for a grant, a community must have currently certified Workable Program for Community Improvement, must have adopted a comprehensive system of codes that meet minimum standards and are being effectively enforced, and must agree to maintain its previous level of expenditures for code enforcement exclusive of any expenditures in a concentrated code enforcement area or in an urban renewal project. An area selected for a concentrated code enforcement program must be built up, predominantly residential in character, and with code violations in at least twenty percent of the buildings in the area. Conditions must be such that the proposed program for concentrated code enforcement and proposed public improvements may be expected to climinate code violations and arrest decline.

Eligible costs in computing the federal grant may include expenditures for code administration such as organizing and supervising a compliance program, inspections, advising owners and

builders, preparing reports, establishing and maintaining record systems, and demolishing unsound structures. Also eligible are costs of related staff services in connection with providing assistance on relocation and rehabilitation. Costs of public improvements which may be covered by the federal grant include provision and repair of necessary streets, curbs, sidewalks, street lighting, tree planting, and similar improvements.

#### Open Space Land Program:

Fifty percent federal grants may be made to acquire undeveloped and developed land suitable for permanent open space use. "Open space use" is defined as use of land for park, recreation, conservation, scenic, or historic purposes. For land acquired with open space grant assistance, fifty percent grants may also be made for appropriate improvements.

The Department of Housing and Urban Development must determine there exists adequate comprehensive planning for an urban area which includes an adequate open space acquisition and development program. The open space program plan should include standards and criteria as to desired locations and uses of land, general designation of land to be acquired and developed over a five to ten year period, estimates of costs, schedule of priorities, recommended or anticipated means of

financing, and description of arrangements for coordinating activities among public agencies concerned.

Acquisition of Developed and Undeveloped Land:

Grants to acquire developed land in a built-up portion of an urban area may be made only if it is determined the open space use proposed cannot be provided by undeveloped land in the same area. Eligible costs for grant assistance include acquisition of land and certain buildings and structures, demolition of inappropriate structures, and real estate services. Costs ineligible for grant assistance include ordinary overhead expenses of the public body and demolition of improvements on predominantly undeveloped land.

Development of Land Acquired with Open Space Grant Assistance:

A further fifty percent federal grant may be made for appropriate development of land acquired, or being acquired, with an open space grant. Development activities must be initiated within six months after approval of the application or acquisition of the land, whichever is later. Types of improvement costs which would be eligible in computing the federal grant include:

Roadways and vehicular bridges necessary for circulation within the area. Pathways, paving,

walkways, footbridges, bridle paths, and bicycle trails. Retaining walls, bulkheads, curbing, fencing, signs, and fixtures necessary for safety measures. Basic utilities needed to serve the area, including sanitary sewers, storm sewers, and drainage systems, water lines, and water facilities, and electric facilities, and lighting fixtures. Grading and landscaping. Fountains and reflecting pools. Basic recreational facilities and equipment having long-term usefulness, including swings, and jungle gyms and equipment for use by particular age groups, such as the young or elderly. Small buildings and structures such as rain shelters, lavatories, and equipment sheds. Fireplaces for picnic areas, trash receptacles, benches, tables, and other facilities and equipment having long-term usefulness.

Improvements which would be ineligible in computing a federal grant include community centers.

Public Facility Loans:

Loans for terms up to forty years may be made to construct a variety of public works, except schools. Loans have typically been made for water, gas distribution, and sewage facilities, street improvements, public buildings, recreation facilities, and jails.

The governmental unit that will build the project develops its own plans and specifications. If financial help is needed to plan the project, an interest free advance under the Public Works Planning Program may be used.

The loan may cover the full cost, including land, rights-of-way, site improvements, planning, construction, and engineering, architectural, and legal fees. The term of the loan is governed by the applicant's ability to pay and the estimated useful life of the proposed facility.

When a project has been approved, after meeting all requirements, bonds must be advertised for public sale. The Department of Housing and Urban Development buys them only when private investors do not offer to take the bonds at the same or better rates.

Grants for Advance Acquisition of Land:

To assist communities in acquiring land sites for public works and facilities needed in the near future before prices rise, grants may be made to cover the interest cost of a loan incurred to finance such land acquistion. Construction of the facility for which the land is to be used must be started within five years after the grant is approved, and the facility must be consistent

with the comprehensively planned development of the area and with a community-wide or areawide system of such public works or facilities.

The grant may cover the interest charges on a loan incurred to finance the land acquisition only for the period between the date of issue and the date on which construction of the facility is begun or for a period of five years. Repayment of the grant may be required if planned construction is not begun within five years or the land is diverted to other uses.

# Sierra Madre Canyon Immediate Action Program

The following is a series of recommendations which we feel are vitally necessary if progress in the upgrading of Sierra Madre Canyon is to be achieved and if the canyon is to be made a safer and more convenient place in which to live. They are not magic or self-fulfilling prophecies, but instead require commitment on the part of both government and involved residents. They are a beginning and their utilization will lead to the desired end results if patience and perserverence and a spirit of cooperation can prevail.

- . Adopt the Sierra Madre Canyon Plan.
- . Draft a Sierra Madre Canyon Zone which

recognizes the unusual nature of the area and its inability to function as flat land development.

- Establish minimum street width standards and traffic patterns attuned to the extreme topography and location of existing homes and developments.
- . Apply for a federally assisted Code Enforcement Grant,
- . Create a Canyon Action Committee.
- . Utilize gas tax or TOPICS monies to obtain right-of-way and improve necessary interconnecting street links.
- . Apply for a federal grant to assist in obtaining right-of-way and improving the plan's trail system and parks where such is necessary. Where unnecessary, obtain easements.
- . Sell surplus City lands sufficient to purchase and improve one mini-park.
- . Concentrate all beginning expenditures on necessary safety improvements.
- . Commence a City sponsored and enforced litter, debris, and dead foliage clean-up

campaign and program.

# Conclusion

Much has been said in this report; many proposals have been made; and numerous means through which to implement them have been presented. In the final analysis, however, planning and improving the canyon must be very sensitively handled in order that necessary amenities are provided within a framework which fully recognizes the type of community it is and must remain. The charm, the freedom of living, the "avant-garde" atmosphere so clearly portrayed must be tastefully preserved.

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MPLEMENTATION

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# ANNUAL REVIEW OF THE GENERAL PLAN

Preparation and adoption of the General Plan is a beginning step in the comprehensive planning and development of the Sierra Madre Planning Area. The State Planning and Zoning Law (Section 65400) requires that each year the Planning Commission submit a report to the City Council on the status of the Plan and the progress of its application. By going through this process, it is possible to strengthen the purposes and uses of the Plan and regularly to re-examine its premises and major policies. All decisions about City development should be made with reference to the Plan and where conflict exists, General Plan policy should prevail unless the policy is duly amended. Sierra Madre is not a static object; it is a growing and active organism. The General Plan must be reviewed and amended regularly to reflect the changes taking place daily.

# ZONING AND SUBDIVISION REGULATIONS

Zoning is a specific implementation tool. The General Plan, in contrast, is a general policy guide for development of the City. Revision of the present zoning or even new zoning classifications are necessary to bring the Zoning Ordinance. into logical conformity with the General Plan. Used as a guide for future zoning policy, the

General Plan will become an effective tool for the City Council and Planning Commission.

# CAPITAL IMPROVEMENT PROGRAM

A Capital Improvement Program should be developed for the City. It is a financial plan that provides an orderly schedule and assignment of priorities for public improvements and projects. Major improvements indicated by the General Plan are placed in a chronological order of planned development according to established priorities, thus coordinating public projects and providing a powerful tool for implementation of the General Plan. This long term schedule should be reviewed annually along with the General Plan to ensure the greatest compatibility. This compatibility will assure efficient use of public funds by providing a planned relationship of City projects.

## BEAUTIFICATION

Through the General Plan, the foundation has been laid upon which beautification programs can be initiated and implemented by many different civic organizations. Community attitudes can definitely affect physical development and help form the image and character of the City. An ideal program should involve all age groups

and promote a sense of individual pride by having a part in civic accomplishment. An arbor day program is an excellent example of just one phase of city beautification that involves all groups and all ages, inspiring civic pride and personal gratification.

The Parks and Recreation Commission along with the Planning Commission bear the major responsibility for safeguarding and enhancing the appearance of the City. They may exercise their responsibilities through the existing processes contained in the Subdivision Ordinance. the Zoning Ordinance, and the Parks and Beautification Code. They could further ensure that the City's appearance will be enhanced by establishing a Design Review Board. This board would work to implement the provisions of these ordinances and the policies of the General Plan by fostering the attainment of improved levels of beauty through skilled design, landscaping, preserving of natural community assets, and recommending the application of federal beautification programs for specific community, beautification projects.

## MANDATORY REFERRAL

Mandatory Referral is the procedure by which the Planning Commission reviews all public land purchases or development programs to ensure conformity with the adopted General Plan. Provisions for such referral are contained in State law. Early consultation and review of proposed projects helps to reduce possible conflicts with planned development. This procedure offers a means of control that minimizes duplication of facilities and will provide for an orderly evolution of the Sierra Madre Planning Area.

# THE ROLE OF CITIZENS' GROUPS

Special committees of civic minded persons were appointed to formulate general policy, goals and objectives of the major elements of Sierra Madre's General Plan for development through the remainder of the twentieth century.

The General Plan, being an advisory document, is designed to set a comprehensive policy and guide future development. Regular review, extension, and modification of the plan is essential to make it a living and working document. The various committees should remain intact to periodically review the progress of goals and objectives incorporated into the General Plan. New goals and objectives as well as support of accepted policy should be presented to the City Council at these regularly scheduled intervals. Other citizens' groups as well as individual citizens should also make their desires concerning the

General Plan known at this opportune time. This type of citizen interest and cooperation enables the community to move forward and keep abreast with new and changing conditions.

#### USEFUL FEDERAL PROGRAMS

The following federal funding sources are known to be currently available to those who qualify for implementation of the General Plan and for strengthening the planning process:

- . Section 701 Urban Planning Assistance Grants from U.S. Department of Housing and Urban Development (HUD).
- . Code Enforcement Grants from HUD.
- . Neighborhood Development Program Advances, Grants and Loans from HUD.
- . Community Renewal Program Grants from HUD.
- . Water and Sewer Facilities Grants from HUD.
- . Grants for advanced purchase of land for purposed construction of public works and facilities, and for public works and community facility planning from HUD.

- . Public Facility Loans from HUD.
- the purpose of acquiring and developing lands and waters for public outdoor recreation purposes from the Department of Interior, through the State Department of Parks and Recreation.

# DISTRIBUTION OF THE PLAN AND COMMUNITY EDUCATION

A wide variety of distribution techniques are available for the dissemination of information contained in the General Plan. One of the most important single channels of communication is the press. A carefully organized summary of the key elements of the General Plan run in a series would be most likely to reach the greatest number of people in the community.

Public hearings, informal meetings, maps, charts, photographs, models, and exhibits are also useful media for informing the public about a particular project or in developing an understanding of general concepts. The following measures may be specifically applied to accomplish the objectives and proposals of this study.

POLL - Seek involvement of individuals and groups by getting opinions, introducing them

to the problems, and suggesting further sources of knowledge.

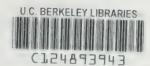
- . SCHOOL PROGRAMS To inform, involve, and educate the children. Involvement of tomorrow's decision-makers may even have an influence on their parents.
- NEWSPAPER COVERAGE AND SUPPORT -Environmental columns, community reactions, and progress reports by regular and guest columnists.
- PUBLIC MEETING SERIES Slides, plans, and models and movies of efforts by other communities combined with short lectures and open-forum discussions.

The Sierra Madre News is already doing a very commendable job in publicizing events and issues pertaining to planning. Annual "town meetings" on planning and development issues and the future potential of the community should also be considered. Interested citizens and City officials should participate in workshops and seminars that are sponsored by the League of California Cities, 'American Institute of Planners, and the American Society of Planning Officials.

STATE COMMUNITY REDEVELOPMENT LAW

Perhaps the most successful and economically feasible implementation device available today is the "State Community Redevelopment Law." Many cities have found it to be the answer in providing a means through which proper redevelopment and revitalization can take place. The law was passed in full recognition of today's communities inability to cope with blight and deterioration which often times are far beyond the capabilities of the city or property owners involved. In defining blight, the law specifically mentions: "An economic dislocation, deterioration, or disuse, resulting from faulty planning." Without a doubt, this applies directly to downtown Sierra Madre and its immediate surroundings.

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